WAMH Records

Capital Improvements

1988-1995

Box 2 Folder 16

Daniel J. Ferreira, Jr.
3 Pomeroy Terrace, #8
Northampton, MA 01060

Rob Kwak, General Manager
Radio Station WAMH
Pratt Hall
Amherst College
Amherst, MA 01002

Dear Rob,

Here are some thoughts on possible new equipment purchases for WAMH. As we said, this is pretty much "meat and potatoes." However, when we are talking about equipment made by companies like Orban Optimod and Mosely Remote Controls, I want to stress that the meat is pretty much "filet mignon" and the potatoes are "au gratin." We aren't talking McDonald's Quarter-pounders and french fries.

As we discussed, a wise first purchase would be a new remote control. The Mosely MRC1620 is hard to beat. You would be hard-pressed to find any engineer with anything derogatory to say about this machine. This unit will relieve your operators from having to discern a meter-reading. Instead, there is an LED digital display which indicates the value. This unit will also alert your operators whenever any reading goes out-of-tolerance by flashing a light, and optionally, sounding a buzzer. It has the ability to be connected to a modem, and hence to computer equipment. This feature is not part of the standard package, but may be added on at a later date, if ever desired. Because it has a digital display, your engineer will no longer have to disturb the DJ at the studio during weekly calibration. Like your current system, the 1620 consists of two units: one a the transmitter, and one at the stuido. The price of the studio unit is $1495.00 (list) and the transmitter unit is $2995.00 (list). Part of the demise of the current unit was that there was never an "interface" system to go between the remote control and the actual transmitter equipment. The current system was directly connected to the transmitter, leaving it susceptible to power-spike damage and lightning damage (which occurred several times). Please include another $750.00 for construction of a custom interface, and installation, thereof.

New remote

The next item I suggest for purchase would be a new audio-processor stereo-generator system. Currently you are using an Orban Optimod 8000. This unit was current from *ca.* 1975-1980. The 8000 was a quantum-leap over the old "Audimax-Volumax" system. It was then discontinued from production due to the introduction of the Optimod 8100. The 8100 was a dramatic improvement over the 8000. The 8100 was improved slightly every few years, and is now the 8100A. This unit lists for $5550.00. Currently we are at another "quantum-leap" point: Orban/Optimod has just introduced the 8200. This device is completely digital. It converts your audio to digits,

Optimod

and processes it with digits. This is the first processor ever to be purely digital. My understanding is that the list price is near $8000.00. There is no track record of this unit, as it is so new. Most digital prodcuts have "bugs" in the first few generations. It would be best, if WAMH wants to go the digital route, to wait a few years before buying an 8200. Wait for the "8200A" which will be a refinement of the 8200 without bugs. Most likely, you will be going with an 8100A.

The next item in the chain to replace is the exciter. A "Broadcast Electronics FX50" would be the best choice. It lists for $6295.00. Once you have replaced this, you will almost have a complete, idependent back-up system. You will have a spare Optimod, exciter and transmitter (the Marti). The only thing missing will be a spare antenna. I would suggest that all of this spare equipment would be best moved down to your studio building. You could assemble it there, and either build or buy a used antenna. You would then have a complete secondary transmitter site at your studio should you lose something at Mount Lincoln (e.g. any piece of equipment, phone line, STL or commercial electric power).

A few other things that you need at the transmitter are a new watt-meter (Bird Thru-Line). Your current one is not reliable. Also a new frequency counter would be in order. Preferably one that can measure up to your STL frequency. Currently you have a Heathkit, which was built-at-home. This is of questionable accuracy. It would also be of great use to have some kind of on-air monitor at Mount Lincoln. Up to now, I have had to rely on my car-radio. If you had a stereo receiver and a decent pair of speakers, it would be much easier to verify that you are on-the-air, and how you sound from inside the transmitter building. It would also make audio adjustments much more easy and accurate. I think that the total cost for these items would be only slightly over $1000.00 ($350.00 for frequency counter, $500.00 for watt-meter and remainder for a consumer-grade stereo receiver & speakers).

For the studio, I would first suggest a new control board. However, it is almost unheard of to merely remove a console and put a new one in. This is a major renovation, and will entail new wiring. If essentially every wire is going to be replaced, (which is generally the case when installing a new board) it would be wise to consider an entire re-build. By this I mean a new studio configuration with new studio furniture. Think about how you may have ever wished that "things" were different in MCR. I am unsure of what these things may be, but when installing a new console is the time to consider them. You will most likely need new furniture to accomodate any new control board, anyway (*especially* if you plan on a slider-board, as we discussed--it simply won't fit!). From an engineering perspecive, the current MCR is difficult to work on. Removing a piece of equipment requires climbing on-top of the furniture and turning a rack around. All the equipment is against a wall, so you cannot get around back to service it. Some equipment is on the floor, not even in sight (i.e. your modulation monitor--something that was once legally required to be in full view). So, do consider how things could be improved in the

MCR.

As far as equipment goes, the new control board will cost approximately $12,000.

Please let me know what additional information you may need.

Sincerely,

Dan Ferreira

WAMH 5-YEAR PLAN:
Meeting the Challenges of an Expanding Future
Commencing Fall 1992

Presented by General Manager David Jarman '93 (x2921)
and Business Manager Susan Padrino '94 (x3033)

I. Anticipated Expenditures

A. Transmitter Package

This is where most of the large expenditures are going to have to occur first. The transmitter package consists of four parts: the transmitter, which actually broadcasts the signal, the remote control, which allows us to turn the signal on/off from our studio, the exciter, which locates us at 89.3 fm, and the Optimod, which splits our signal into stereo. The loss of any of the parts would decomission the station until a replacement could be found.

The remote control was replaced earlier this year; the old two-piece remote control was replaced by a one-piece remote-control accessed over the phone, which freed up one of our dedicated phone lines. Currently, according to our part-time professional engineer, the weak links of the three remaining parts of the package are the RCA exciter, which is around 20 years old, and the Orban Optimod, which is around 12 years old. He estimates that both have 5 years of life remaining in them, though the experiences of this summer (the exciter appeared to have died; however, it turned out that a mouse had gotten into the transmitter shed and eaten wires out of the exciter) indicate that we should be prepared for them to die sooner. Neither one takes precedence over the other, but they definitely be our next two capital improvements expenditures.

The suggested replacement for the exciter is the Broadcast Electronics FX50, which lists at **$6295.** Our professional engineer suggests, however, that the Optimod be replaced first, as replacing the Optimod would lead to a more noticeable improvement in signal quality than would replacing the exciter. Our engineer suggests two options as far as replacing the Optimod: the 8100 series Orban Optimod is probably more appropriate for a station of our size and nature; it lists at **$5550.** The 8100 series is, however, last decade's technology; the current generation of Optimods is the 8200 series, which is entirely digital. It lists at **$7400.**

The other portion of the transmitter package is the transmitter itself. Our current QE1 transmitter is only about 7 years old and is in no imminent danger of failure. Accordingly, it is the lowest priority in the package. However, our 150-watt transmitter is fairly anemic by today's broadcast standards. Our 40-mile broadcast radius is largely due to our possessing one of the best antenna locations in the state (Mt. Lincoln in Pelham, which is one of the highest points in the area). Ideally, we would like to increase our power; it is estimated that we could go up to 1000 watts without interfering with other stations on the same frequency. A power increase would not extend our signal significantly further; it would, however, increase the strength of the signal within our broadcast radius, and serve to fill in many blank spots in the nearby community caused by uneven terrain (although we can be heard clearly in much of Springfield, there are some notable holes in our signal nearby, such as Mt. Holyoke College, and much of North Amherst). The most likely option is an increse to a QE1 300-watt transmitter, which lists for around **$4000.** The increase to a 1000-watt transmitter would depend upon configuration but would probably cost between **$8000-10,000.**

There are some miscellaneous bits and pieces accompanying the transmitter package that need to be dealt with. One of the most important is the dehydrator, which is located at the transmitter site and is responsible for climate control in the shed in order to keep damage from occurring to the cables. Its performance has been intermittent lately. Replacement costs are figured to be **$1000**; at the very least, it needs to have some sort of plumber look at it. One other suggestion from our engineer is that we replace our frequency counter at the transmitter site, at the cost of approximately **$350.** Our current frequency counter is a Heathkit, and its reliability is questionable.

Additionally, if we were to purchase a 1000-watt transmitter, some redesign would have to occur in the shed, since a 1000-w transmitter is the size of a small file cabinet and would not fit in the current RF rack (which protects the equipment from the various radio signals bouncing around the mountaintop) that we have. This would require another RF rack, at the cost of several hundred dollars, and several hundred dollars in labor in restructuring the shed. (Also a possibility is the replacement of the current RF rack, which has an unnecessary and potentially hazardous partially-disassembled pre-amp built into the bottom of it.) Another necessity if these equipment purchases are to be made is a redoubling of our efforts to vermin-proof our transmitter shed. Any expenses related to structural repairs on the shed, however, would probably be covered by Amherst College B & G.

So, expenditures over the next five years on the transmitter package will come to between **$16-24,000.** Fortunately, this is the bulk of the station's capital improvement expenditures over the next five years.

B. Master Control Room

Our main broadcast studio underwent extensive renovations over the past summer, with the major changes being the replacement of our previous control board, and the permanent installation of a station-to-transmitter microwave link (which serves to phase out two more dedicated phone lines by beaming the signal directly from the roof of Pratt Hall to our tower on Mt. Lincoln).

Modifications on MCR, as a result, will be fairly minimal over the next five years. The largest expenses will probably be the replacement of one or both turntables in MCR, entirely dependent on whether or not they fail. The two Technics SP-10mkII turntables that we use for broadcast are obsolete and replacement parts are nearly impossible to obtain; we have already had to simply abandon one of our original three. Replacement broadcast turntables (that can be started by remote control and that reach full speed in less than 1/16 of a revolution) cost around **$475** each.

As WAMH has been forced over the past few years to make the conversion from a vinyl-oriented station to a CD-oriented station, we anticipate putting a third CD player into MCR. A high-end consumer-grade CD player would be adequate for this role, at a cost of around **$200.** The other modification that MCR (and B-studio as well) will require is additional shelving for CDs, which WAMH can construct and probably will not cost more than several hundred dollars. One other modification for B-studio that has always been suggested and should be acted upon is the addition of headphone jacks, to avoid having to pass microphones through the hole in the wall between the two studios... this probably cost less than a hundred dollars, though.

C. C-studio

The big news with our production studio is that we have been given, by the College music department, a TEAC 4-track reel-to-reel recorder. This will enable C-studio to become a fairly professional-standard studio; the 4-track, however, is badly broken and will probably require several hundred dollars in labor from our professional engineer.

For C-studio to become that professional-standard studio, we will, however, need a new control board. The current board is the same age as the one that had to be replaced in MCR, and as it has only 8 tracks and has dials instead of faders, is poorly suited for work with a 4-track recorder. A 12-track production-oriented console with faders, for instance, the Audioarts A50, would cost around **$6450.** Installation of the board would additionally require upwards of one thousand dollars in labor and parts, as much of C-studio would have to be rewired. This is, of course, a much lower priority than the replacement of the parts of the transmitter package, and is, in fact, one that could easily be passed on to the next five-year plan since, at this point, little real production happens in C-studio. That could, of course, change, given adequate equipment.

The CART recorder, which allows public service announcements and demo tapes to be mixed down to 8-track cartridges for easy airplay, has proven extremely unreliable over the past year. It is only around 10 years old, but it could, at some point over the next five years, fail.

Replacement costs on a stereo CART recorder range from **$1345** for a low-end model to **$3050** for one which would be more appropriate for a revamped C-studio.

A relatively minor expenditure but one that will definitely need to happen is the replacement of our bulk tape eraser, at the expense of about **$200.** The current one has ceased to be the least bit effective.

One possible addition to C-studio which is dependent on future programming decisions would be a broadcast delay. If the station gets more into talk programming in the future, a 5-second delay, at the cost of **$1600,** would be desirable, in order for show hosts to be able to 'bleep' out any obscenities from callers. At the current moment, the need for this is questionable, as there is only two hours of call-in programming per week at WAMH; however, if an effort to expand programming in this direction is made, this purchase would be desirable.

D. Newsroom

WAMH is faced with two options as far as dealing with computers over the next five years. The simpler, and cheaper, option is to keep the current IBM PC. If so, the most important purchase would be a new printer, to replace the tired, old ProPrinter XL, which has ceased to print mailing labels without jamming, and for which maintenance is a pain. Since we have started printing the record catalog on regular 8.5x11 paper, there is no need for WAMH to purchase another troublesome wide-body printer. An ordinary printer through the college buy program would suffice **($250)**, though a letter-quality Ink-Jet type printer **($500?)** would be nice. One consideration in keeping the IBM is that a new hard drive and new software were installed only about two years ago at considerable expense, so a few more years of it might not be too bad.

If we retain the IBM, we should also look into acquiring some better software. Plan Perfect would be an excellent tool for the Business Manager, who currently keeps all books by hand, and if we can find a database that is simpler than but as flexible as (and compatible with) Alpha Four, that too would be an excellent purchase. These would cost another several hundred dollars.

However, our IBM PC is cantankerous, frustrating, and obsolete, and the general sentiment at the station is that the switch to Macintosh would be much appreciated. Currently, much of our computing (computerized design, publicity materials, correspondence) is done on the Macintoshes at the Student offices... the IBM is really only used as a word processor and for Compuserve access by the news department, and for maintenance of the record database by the music directors. The big 'if' for switching to Macintosh is finding a program that can manage to transfer our truly gigantic record database glitch-free from IBM to Macintosh. If this is possible, the purchase of an entry-level Macintosh (at this point, the Classic, though that is certain to change) **($1500?)** would be nice. Less necessary, though it would completely liberate us from having to rely on Student computing facilities, would be the purchase of a laser printer **($1200?)**.

LCIII purchase 1993

One other purchase which, again, is far from necessary, but would help bring WAMH into the 90s, would be a fax machine. A consumer-grade fax **($400)** is all that would be necessary; it would primarily be used for receiving assorted music industry communiques and manifestoes.

YES!

E. Mobile Sound Unit / Room 11

The MSU, the PA system which we use to DJ parties, is the source of much of our capital improvements revenue, and accordingly deserves to be treated with great respect. The MSU takes a considerable amount of abuse, so it is constantly being examined and maintained, and no component is in imminent danger of catastrophic failure... however, it does contain several thousand dollars worth of components waiting to break. If something catastrophic were to happen to the MSU (i.e. falling out of a third-story window), the drain on our capital improvements money would be significant, to say the least.

The only suggested improvement that the MSU needs is the purchase of a compressor/peak limiter similar to the one in MCR that modulates the pre-STL signal. This relatively inexpensive purchase **($400)** would serve to prevent costly mishaps like the recent incident in which a

dropped needle blew out both drivers in one of our speakers, and would probably give us a crisper sound, to boot.

Room 11, the grim extra room down the hall where the MSU is stored, is in desperate need of an overhaul, especially as we start to grapple with space problems inside the station proper. Currently, this room is covered with stacks of records; any record collector knows that vinyl is not to be stored horizontally. Accordingly, we need to spend several hundred dollars on additional shelving for this room. The most likely approach is to cover the south wall with shelves of the same design as the shelves on the north wall of this room. This will cost approximately **$450** in B & G parts and labor.

There is also a shortage of office space in the station, and it has been proposed that some or all of Room 11 be converted to offices. Unfortunately, this room also contains many important components of Pratt Dorm's heating system, and cannot have permanent modifications made on it. As such, the best we can do with the room is to purchase several office cubicle dividers and attempt to partition some of the space. Carpeting would be a nice plus. These modifications would cost at least several hundred dollars; they are, however, not likely to occur over the next five years as the space problem inside the station has yet to hit critical mass.

(One improvement which is more or less a pipe dream, unless someone mysteriously hands us the **$8000** necessary for the project, is to knock out the wall between the newsroom and Room 11 so that Room 11 could be incorporated into the station proper, which would make it much more useful for office space and record storage. Unfortunately, the wall between the two rooms is load-bearing, filled with asbestos, and two feet thick, so it is unlikely this will ever come to fruition.)

F. Total

Not counting crazy projects like the destruction of the wall between the newsroom and Room 11, WAMH still faces a pricetag of **$30-35,000** for capital improvements that will need to happen over the next five years. This means WAMH will need to raise **$6-7000** in capital improvements funds each year over the next five years.

II. Capital

Currently, WAMH has at its disposal approximately $2000 in its checking account and $4000 in its money market account. Most of this, of course, needs to be kept on hand as emergency funds.

Additionally, WAMH received, as of September, approximately $8000 in student funds specifically allocated for capital improvements, as the result of a campus referendum held in February. Of this money, $2200 went to pay off more than half the cost of the remote control (the other portion coming from the remainder of the STL loan), $500 went to pay for the new peak limiter in MCR, and $1000 goes to our professional engineer to pay for the labor involved in modifications on MCR over the summer. As such, $4300 of the referendum money remains to be spent.

III. Anticipated Revenues

WAMH's one consistent source of capital improvements money is MSU gigs. This varies from semester to semester, but we can count on making about $2000-$2500 per year from the MSU. This might go up if we can resurrect the dance night we had at the Vertex spring semester of 1992. We can also count on at least $500 per year from our annual sale of promotional CDs, records and posters.

This, obviously, is not enough as far as our capital improvements drive is concerned. Selling candy bars door to door will not make up the difference, unfortunately. The easiest source of revenue, of course, is the Student Finance Committee itself. The most likely possibility is more referenda like the one which occurred this February... unfortunately, it is advisable that we wait at least two or three years before attempting this again, lest taxpayer revolt occur.

One possibility that we haven't fully explored is the possibility of outright grants, either from the SFC or from the College itself. This is unlikely to happen, since the general understanding between the station and the SFC has been that the SFC will cover basic operating expenses and the station will raise the funds for capital improvements; it is also questionable whether the College or the SFC can afford to do this in such dificult economic times.

A more likely possibility is raising funds internally, by demanding money from DJs, either through a substantial one-time station initiation fee or through a nominal semesterly fee for those DJs doing shows in a given semester. This is, however, contrary to station goals of empowering people to express themselves in a public setting without financial imperatives. In an era where even curmudgeonly organizations like the FCC reverse their decision to charge fees for non-commercial broadcasting licenses, it seems improper for WAMH to start charging DJs for the privilege of broadcasting.

The most likely option right now is pursuing funding off-campus entirely. One option is pursuing increased underwriting for our programming. Unfortunately, there are many unavoidable pitfalls as far as underwriting goes... the main one is the lack of continuity in our programming schedule (summer break, different programming each semester; even simply establishing block programming is problematic owing to the fact that our programming is dependent on when DJs can work...) which is not conducive at all towards securing successful underwriting deals. Also, the vicissitudes of amateur DJs must be considered (i.e. how to insure that underwriting spots will always be aired and what happens to us when spots don't get aired?).

The option that seems most promising right now is seeking capital improvements money from foundations; we are working with the college development office currently to find the most likely potential givers. This would be ideal because we could get most, if not all, of our needed capital improvements money in one swoop. Our hopes are buoyed considerably by the fact that WFCR was recently given $50,000 by a foundation based out of Springfield in order to purchase new equipment; obviously, our needs are nowhere near this figure. The main problem with foundations is not convincing them of our need, but convincing them that we are not simply a campus radio station but a community radio station.

IV. Future Directions... in Programming, Community Involvement, and more...

It is difficult to imagine future directions in programming when programming is, unfortunately, subject to the scheduling whims of 200 different DJs. The most likely option is to make some strides towards horizontal block programming, not only to create blocks that are conducive to underwriting support but also just to make WAMH a more user-friendly station where it easy to find a particular type of music at a given time. This will require a good deal of cooperation on the part of everyone at the station, and will mean programming decisions made not simply on the basis of seniority, so this is easier said than done.

The guiding factors in WAMH's programming decisions should be how best to provide what are truly listening alternatives (this semester saw the debut of South Asian music and poetry shows, the only of their sorts in the valley) at times when they are not available on any of the other many 'alternative' stations in the area. This will require, of course, a much greater fluidity and flexibility than can be mandated in a five-year plan.

In terms of seeking off-campus financial support from foundations, WAMH should attempt to improve its relations with the community at large. A large step in this effort is our desire to expand the role of the Public Service Director from simply someone who produces Public Service Announcements to a Community Service coordinator as well, someone who actively works with local figures in the community center and elsewhere to create some sort of on-air community calendar service, and to make the station in general a more accessible resource for community members wishing to express their viewpoints. Our weekly news program, Off the Record, has made considerable strides towards steering station news department focus away from reading off the wire service and instead focusing on campus and local issues, but the station as a whole needs to make itself more visible and active within the community.

One step towards a greater community profile is adding more time in the programming

schedule to community concerns... possibilities include perhaps weekly spaces reserved for the airing of alternative viewpoints, or perhaps, in conjunction with the Bangs Community Center, some sort of children's programming like some sort of story hour. Even if these are out of reach, the creation of several-times-daily spots for the airing of some sort of community calendar should definitely be considered.

Another suggestion that is worth entertaining is the possibility of starting some sort of internship program with the high schools in Amherst and Northampton. This would not, of course, be oriented towards training and licensing high school students, but rather towards making them more aware of the station's role and how it functions on a day-to-day basis. Much of our listenership is area high-schoolers, and it seems sensible for us to make some efforts to help demonstrate to them that radio is not simply a product that is consumed but rather an active process that they too can get involved in.

It has also been suggested that the station try to improve its community visibility through increased publicity efforts... not only through increased placement of flyers in town or, if the money happens to be around, giveaways of bumper stickers or shirts, but perhaps also through increased efforts on the part of the station to promote live music, not only on campus but throughout the valley. Possibilities here include creation of some sort of weekly local music show focusing on local unsigned bands, and also efforts to bring more artists to campus to perform. One suggestion is that the station, or perhaps a station-related but separately funded student organization, purchase a small PA system to make it easier for smaller, poorly-funded bands to play on-campus gigs, for all we receive at Amherst at this point are national-level acts like 10,000 Maniacs or folk artists for the Campus Center's Sundays at Eight series. Even if the PA system is not to be purchased, efforts by the station or by separate but closely-related student organizations to bring regional-level artists to campus will definitely enhance the station's community profile.

10:30
Sept 5
Mari Baykin - East
apt nr Piatt nr 10

ollege P. O. Box 5000 • Amherst, MA 01002-5000

September 20, 1993

Amherst College Board of Governors
Box Amherst College

To the Board:

We are writing on behalf of WAMH, regarding one of the empty rooms on Amherst College's campus. Specifically, we are interested in taking control of room #10, in the basement of Pratt Dormitory. Presently the room is being "used" as a storehouse for old Scrutinies, as well as for piles of dirt, dust, and quite possibly asbestos. Essentially, room 10 is unused space.

In spite of its present condition, however, room #10 would be ideal for us. With the constant expansion of the entire radio station, the continuous influx of new compact discs and records to WAMH, and the addition of a new position to our executive board, we are quickly running out of office and storage space. Our mobile sound unit (MSU) equipment would fit perfectly in room 10, and the new empty space in room 11 (where the MSU sits when not rented for gigs) would afford us the opportunity to put up shelves for old vinyl records, as well as the chance to put an office cubicle in room 11. The room is also right next door to one of the offices/storerooms of WAMH, and the main offices of the station are only about 20 feet away.

With proper cleaning and some minor renovations, we would be able to make room #10 occupiable again. We ask that you give control of the room to WAMH, so that we can make that room into a useful space, as opposed to a health hazard and an eyesore. Our space problems require immediate attention, and we feel that this idea would not only solve them, but would also get rid of the perpetual mess in room 10. We would like to employ members of Buildings and Grounds to clean up the room over the fall, so that we could begin occupying it before the end of the fall 1993 semester.

Please get in touch with us about the formal processes of gaining control of this space. Also, if you have any ideas about the room, or if you would require that we formally present our

plan to the BOG, please call us. Thank you for your consideration on this matter.

Sincerely,

John Hopkins '94
General Manager
x5729 (H), x2224 (W)

Petra Mayer '96
Chief Engineer, WAMH-FM
x2444 (H), x2224 (W)

Charri Boykin-East
Director of Residential Life
Box 2206 Amherst College
November 16, 1993

Dear Dean Boykin-East,

I am writing to inform you of the developments regarding our efforts to renovate and occupy room 10 in Pratt Basement. I spoke on the phone to Jim Doubleday a couple of weeks ago, and he said that the asbestos problem in room 10 was so serious that any efforts to clean up the space would be cost-prohibitive. When I first wrote to you about this request, I was under the impression that all of the rooms in Pratt Basement were cleaned up completely two summers ago. Apparently, however, room 10 was neglected.

In spite of these complications, we are still very interested in using the space at some point. I would like to find out from you what, if anything, I can do to make sure that the cleaning does take place sometime in the near future. Please give me a call (x5729) and let me know if there is a course of action available for me to take at this point. Thanks again for all of your help.

Sincerely,

John Hopkins '94
WAMH General Manager

cc: Josh Hamermesh

AMHERST COLLEGE
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Office of Dean of Students
Telephone: 413-542-2161

October 28, 1993

TO: John Hopkins

FROM: Charri Boykin-East CBE, Director of Residential Life

RE: Pratt Room 10

I am granting your request for WAMH to take control of Room 10 in the basement of Pratt dorm.

In your letter dated October 24, 1993, you stated cleaning and minor renovations need to be made in order to make the space "occupiable." I urge you to contact Jim Doubleday at x2254 to negotiate the work that needs to be done, as well as Doug Fuller to obtain keys for that space.

Feel free to contact me if you have any questions. Best of luck to you and the WAMH staff.

cc: Josh Hamermesh
Jim Doubleday, Service Desk
Doug Fuller, Lockshop

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Office of Dean of Students
Telephone: 413-542-2161

October 29, 1993

TO: John Hopkins

FROM: Cheryl Boykin-Esaki, Director of Residential Life

RE: Pratt Room 10

I am granting your request for MAUA to take control of Room 10 in the basement of Pratt dorm.

In your letter dated October 24, 1993, you agreed cleaning and minor renovations need to be made in order to make the space "acceptable." I urge you to contact Jim Doubleday at x1254 to negotiate the work that needs to be done, as well as Doug Fuller to obtain keys for that space.

Feel free to contact me if you have any questions. Best of luck to you and the MAUA staff.

cer John Hancomack
Jim Doubleday, Service Dept
Doug Fuller, Locksmith

AMHERST COLLEGE
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Office of Dean of Students
Telephone: 413-542-2161

November 19, 1993

John Hopkins
Box 618

Dear John:

I spoke with Jim Doubleday on Thursday, November 18, 1993, and he informed me that there was too much viable asbestos in Room 10 to allow for anyone to occupy that space. The space has so much asbestos that it would be inadvisable to even use this space for storage. The room has been locked up until further notice. It is my understanding that the repair work would be too costly to the College at this time; therefore, WAMH will not be able to use Room 10 as additional space at this time. If you have additional concerns, please let me know.

Sincerely,

Charri Boykin-East

Charri Boykin-East
Associate Dean of Students
Director, Residential Life

cc: Josh Hamermesh
Jim Doubleday

AMHERST COLLEGE

Office of Dean of Students
Telephone 413-542-2161

November 19, 1993

John Hopkins
Box 619

Dear John:

I spoke with Jim Doubleday on Thursday, November 18, 1993, and he informed me that there was too much viable squeeze in Room 10 to allow for anyone to occupy that space. The space has so much activity that it would be incredible to even use this space for storage. The room has been locked up until further notice. It is my understanding that the registrar would be too busy in the College at this time; therefore, Room 10 is not be able to use Room 10 as additional space at this time. If you have additional concerns, please let me know.

Sincerely,

Cheryl Hopkins-Saxe
Associate Dean of Students
Director, Residential Life

cc: John Hampsch
Jim Doubleday

October 26, 1993

Charri Boykin-East
Dean of Residential Life
Box 2206 Amherst College

Dear Dean Boykin-East,

I would like to talk to you sometime this week about a housing matter. Specifically WAMH is interested in taking control of room 10 in the basement of Pratt Dormitory. The Board of Governors recently voted unanimously in favor of our obtaining the rights to use room 10 (I have enclosed the letter that I sent to BOG Vice President Josh Hamermesh about it), and Josh subsequently informed me that I should approach you next.

If it is convenient for you, I would like to meet with you sometime on Thursday or Friday, so we can discuss the details of this proposal. I will be in touch with you very soon, to see if you are available on either of those days. Thank you for your time.

Sincerely,

John Hopkins '94
General Manager
x5729 (H), x2224 (W)

AMHERST COLLEGE
AMHERST • MASSACHUSETTS • 01002

James H. Scott, Treasurer
Telephone: 413-542-2325
Telecopies: 413-542-5790

January 31, 1989

Mr. Timothy D. Rowe
P. O. Box 376

Mr. Richard R. Galaty, Jr.
P. O. Box 571

Dear Tim and Richard:

I think we have worked this renovation issue to death. I am very pleased with the flexibility which the radio station has shown in modifying its requests for additional funding. The station has done a fine job in coordinating resources and creating for itself a better working environment. Physical Plant has been extremely helpful in this entire process and I think the station owes a great deal to the support received from that department.

With this memo I am authorizing the transfer of certain furnishings (two double-pedestal desks with file drawers, six stacking chairs, one computer workstation, two broadcast chairs, one four-drawer file and one two-drawer file) and sufficient labor to provide those items to the station. Mrs. McQuillen will assist you in this regard. In addition the carpenter shop will convert the large butcher blocks to tables and desks, install bulletin boards and put insulating cork boards in the main broadcast studio. They will also make 12 cushions so that the two wood frame sofas can be used. I am estimating that the total value of these additional things will be about $3,000, or roughly half the original request. Not included in this amount are three Amherst College chairs and the used Davis upholstered furniture which will be provided to you based on earlier discussions.

I think that this set of furnishings will be a fine start for WAMH in its drive to re-establish a better presence on the campus. My concerns for the future, however, remain. I am concerned that the proper mechanism does not exist within the student budgeting process to get access to the large, student-controlled annual resources. You must continue to work on improving those procedures so that we can avoid the very time-consuming, and sometimes frustrating, furniture searches and repeated station/Treasurer negotiations. Another concern is my sense that WAMH has such a large square footage allotment that it will

inevitably have problems with up-keep and refurbishing. I say this as an observation from having visited many campus radio stations, although I do not mean to suggest any changes for WAMH in this matter. I say it as a concern that your furniture needs will continue to be inflated by a sense that all of this space must somehow be filled up. I hope that you think about this seriously in the future.

It has been a pleasure working with you on this project and I wish the station the best of luck in its upcoming program this Spring and for the future.

Sincerely,

JHS:pap
013101

cc: Ben Lieber
Elizabeth R. McQuillen
Irwin A. Nussbaum
Peter J. Shea

The Amherst College radio station, WAMH, is a non-profit, commercial free, 24 hour, stereo f.m. station. It's license is held by the trustees of the college. The radio station is maintained by a staff of Amherst College students and is funded primarily through the Student Finance Committee. (In past years it has been funded through the Student Allocations Committee.) WAMH is the largest student organization on campus (approximatly 160 students are presently licenced disk jockeys; that is, one in ten Amherst students are involved with WAMH), and generally receives close to $18,000 a year as operating expenses.

At this time the station is operating out of the south end of Pratt Hall basement and broadcasts its signal from a transmitter on Mt. Lincoln in Pelham. The present physical condition of WAMH leaves much to be desired. Our equipment is in constant need of repair, the paint is chipping off of the walls, the carpeting (where there is carpet to cover the cement floors) is old and worn, and the furniture is close to non-functional.

As I understand it, the school offered to move WAMH into the Campus Center while plans for the center were still being drawn up. Unfortunately the space that could have been reserved for the radio station would have been only one-third of its present size. This would not have been a practical solution to the station's problems as our record collection already occupies one third of our space in Pratt Dormitiory.

What I present here is a proposal for a large allocation of school funding (too large a sum to ask for from the Student Finance Committee) in order that Amherst College undertake the

project of refurbishing WAMH. With the exception of the removal of asbestos from WAMH, a job undertaken by the college this past summer, it has been a number of years since the administration has put any time or interest into Amherst's largest extracurricular activity. Conditions at WAMH are not acceptable anymore and I urge the school to work with us to rectify this problem. It is important that members of the administration see the station for themselves. Once you do you will agree that renovations similar to those made at THE STUDENT offices in Pratt are necessary. I am available for any questions and would gladly help to oversee the project which I now propose.

Sincerely,

Brian Jacobson

General Manager

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General Manager

PROPOSAL FOR REFURBISHING WAMH

This proposal is separated into four parts: Equipment, Restructuring, Remodelling, and Transmitter upkeep. I suggest that the items listed under Equipment be purchased with SFC monies over an extended period of five or more years and backed by a no-interest loan from the college. This arrangement has proven succesful in the past for the purchase of the desk-top publishing unit by THE STUDENT. The other three catagories ought to be financed soley by the college as they represent restructuring and remodelling of a school property: a dormitory, a student workplace, and a broadcasting tower. I have included my estimated costs for the items in the Equipment section. I cannot do that for the other sections as I do not have an idea of the costs of the items and services contained therein.

I. Equipment

a. Turntables: Normal operations at WAMH requires three functioning turntables and tonearms. We presently have two that are working and these are old and break down frequently. I propose that four new broadcast quality turntables and tonearms be purchased with the intent that one will serve as a spare in case of equipment failure in the future. In addition we would like a new non-broadcasting turntable for our music directors to review incoming albums on. [broadcast quality turntables list for approximatly $1500 each; tonearms list for $150; non-broadcast quality turntables list for $150: TOTAL $6750]

b. Reproducers (Cart Machines): These are used to play back

and record public service announcements as well as station IDs. The three we have now are both outdated and in very poor condition. [One recording reproducer lists for $2500; a playback machine lists for $1500: TOTAL $5500]

c. Speakers: The Main Control Room, from which the disk jockeys broadcast, contains two very old, very large monitors that should be replaced with smaller, better quality speakers. Because of noise complaints by dorm residents this year we have been mandated to maintain low volume levels. We need speakers with a sharp and clean sound that can be heard clearly at lower levels. In addition, the music directors have been reviewing records with poor quality speakers that should also be replaced. [Studio monitors list for $800; Speakers for the music directors would list for $200: TOTAL $1000]

d. Amplifier: The amplifier used now by the music directors is an old tube-type amp that would not be compatable with the proposed new turntable. Therefore we would need a new amplifier. [List price and TOTAL $150]

e. Compact disc player: Many record companies have begun to send us promotional copies of compact discs for airplay. In addition, many disk jockeys have complained about their lack of ability to play their own personal compact discs at WAMH. [Studio quality compact disc players list for $700]

The total estimate of an equipment loan would therefore be $14,100.

The total estimate of an equipment loan would therefore be $15,100.

II. Restructuring

a. Rewiring: This is a very complicated job and would require an outside engineer to be contracted for. The wiring that exists now is probably close to a decade old and cannot be easily followed to repair shorted out lines. New patch boards and new cables would have to be laid down. This would not only make repair easier, but would improve broadcast sound quality greatly.

b. Walls: WAMH needs a repainting.

c. Floors: The floors of the radio station are cement, covered in some areas by old, worn carpeting. The entire station should be recarpeted with foam padding underneath.

d. Soundproofing: As previously mentioned, Pratt residents often complain about loud noise from the radio station. We are broadcasting 24 hours a day and that means music playing all the time. The ceilings of the station should be soundproofed to insure that students are not bothered by WAMH.

III. Remodelling

a. Chairs: We have ~~more~~ some of the oldest and most worn furniture on campus. We need several new chairs.

b. Couches: The majority of the use for couches would be for weekly meetings of the executive board (a thirteen member committee which oversees the station's operations). Presently we sit on the floor.

c. Desks: Three. One for the music directors reviewing equipment, one for compiling mailing lists and other paperwork,

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and one for our engineer's office.

d. Miscellaneous tables and shelves for record piles.

IV. Transmitter upkeep

a. Our transmitter needs to be repainted and its support cables must be checked and possibly replaced. There are companies that handle these sort of projects. I suggest that one be sought ~~after~~ for WAMH's tower on Mt. Lincoln.

I would suggest that if this proposal is approved, plans for restructuring the station should be made swiftly as the best time for this type of work would be over the summer vacation.

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Betty's Original Furniture Request to Jim Scott.

TO: Irwin Nussbaum

FROM: Betty McQuillen

DATE: November 15, 1988

SUBJECT: Furniture for WAMH

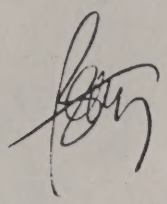
Here is the price listing of items desired by WAMH. To the best of my knowledge this is what we came up with when you and I met with Tim Rowe. I re-worked my original list incorporating the substitutions you and I suggested.

1.	Southeast Corner Group Meeting Room		
	2 sofas @ $735	$1,470	
	2 rehab A.C. chairs @ $75	150	
	1 coffee table made from large butcher block - work order	75	
	2 study chairs @ $60	120	
	2 desks made from 1 butcher block - work order	125	
	Total for room		$1,940
2.	East Side Music Director's Office		
	2 30" x 60" Steelcase double pedestal desks @ $354	708	
	2 study chairs @ $60	120	
	Total for room		$ 828
3.	South Side Music Library and Meeting Space for Six People		
	1 table made from large butcher block - work order	75	
	6 stacking chairs @ $50	300	
	Total for room		$ 375
4.	Middle News Room		
	1 48" wide, 26 1/2" high work station @ $220	220	
	1 30" x 60" Steelcase double pedestal desk @ $354	354	
	2 study chairs @ $60	120	
	2 36" x 60" wood frame bulletin boards @ $52	104	
	Total for room		$ 798

5.	Small Entry Room		
	1 53" wide loveseat @ $695	695	
	1 24" x 36" wood frame bulletin board @ $23	23	
	Total for room		$ 718
6.	West Room		
	1 study chair @ $60	60	
	Total for room		$ 60
7.	West Broadcast Room		
	1 study chair @ $60	60	
	Total for room		$ 60
8.	South Side Small Technical Room		
	1 drafting chair adjusts 27" to 35" @ $155	155	
	Total for room		$ 155
9.	South West Corner Engineer's Room		
	1 30" x 60" Steelcase Double Pedestal desk w/file drawer on both sides @ $354	354	
	Total for room		$ 354
10.	West Side Computer Room		
	1 drafting chair - adjusts 21" to 29" @ $152	152	
	1 30" x 45" desk @ $275	275	
	1 study chair @ $60	60	
	Total for room		$ 487
11.	Main Broadcast Studio		
	1 adjustable secretarial chair for 32" high work surface @ $160	160	
	Materials and labor to cover 2 walls with cork - work order	160	
	Total for room		$ 320
	Grand Total for Rooms 1 - 11		$ 6,095

In order for us to proceed I would need an account number to which we would charge the furniture purchases and the carpenter work orders. If I have left out something on which you need a price, or if you have any other questions please don't hesitate to call.

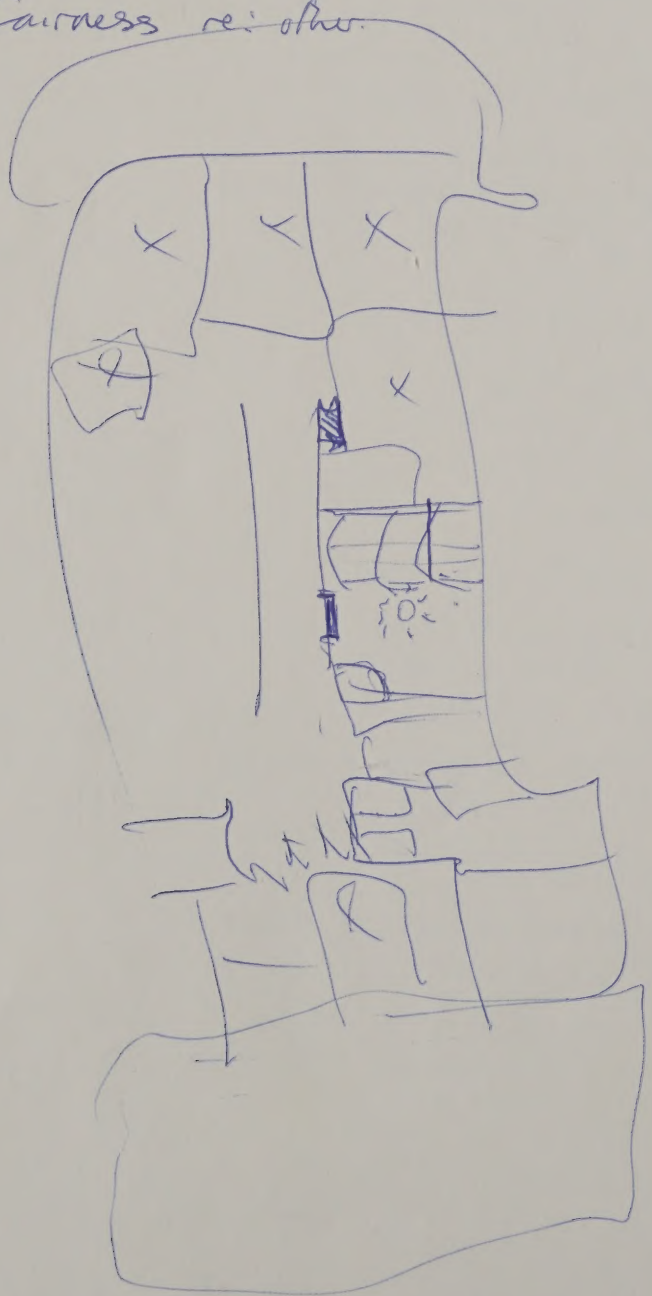
ERM/rsh



1) Continuity

2) Amt. of Student Interest

3) Fairness re: other



9:50 Scott
2325

WAMH

Amherst College Radio

PROPOSAL

for the renovation of the station

3/5/88
(updated 5/10/88)

Prepared for the Deans and Administration of the College
by the Executive Board of WAMH Radio

Overview

WAMH is Amherst's largest student organization, with a rich history extending back to 1949 when it first began broadcasting. It is exceptional in that it has had much better than average facilities and an unusually professional approach to radio for a school of our size. This professionalism in the past was due in large part to the seriousness with which radio had been regarded by the students who had piloted the station and to the concerted support offered by the Administration of the College.

WAMH has gone through a period of decline, however, and for a number of years there has not been the necessary drive or commitment to be found among the students involved to make something special out of the station again. 1985 found a station beset by technical problems, dirty beyond comparison, and lacking in almost every way. The trend began to change that year, however, for several reasons. The new General Manager, Martin Calihan, instituted a series of policy changes designed to make the station's format more responsive to the Community (and less intra-college oriented). He established guidelines as to what could and could not be played on the air, and, most importantly, he sparked a few entering freshmen with the idea that much more could be done.

In the last two years, General Managers Lawrence La Sala and Brian Jacobson have done a great deal. They cleaned out the station, addressed many of the technical issues, and managed to raise the level of interest and enthusiasm about the station to a level not reached in many years. At present count, there are about 200 students directly involved in WAMH as DJ's, in WAMH Sports, and in WAMH News. Of this number, nearly 15% are minority students, which, although still low, is significantly higher than in the past, in part due to the Minority Media Project, a block of prime-time shows (6-8pm every evening) devoted to minority music and issues. This year also represents probably the highest level of women's participation yet seen at WAMH (about 30% this semester), and we are working to find ways to interest more Amherst women in broadcasting.

In 1988 we have come a fair ways from the low points of the early eighties, but this has only been a good start. When radio was begun at Amherst, it was a modern technology in an expanding field, and it offered valuable experience and opportunities for Amherst students to learn skills which they could employ beyond Amherst. Today WAMH is still much of that, but the technology is no longer modern, and it can offer few challenges to students. If radio, as an element of the Amherst curriculum, is to remain useful to students, it will have to change, incorporating new technology much in the way that *The Amherst Student* has in recent years.

There are three elements to this proposal for change at WAMH. They include:

- Setting the station in good working order and bringing our basic equipment up to date.
- Expanding the production (sound engineering) capabilities of the station to the state-of-the art.
- Re-establishing a news generating and reporting capability within the station.

Along with these improvements to the technical aspects of the station we are in need of some basic improvements to the physical aspects of the station as well. In response to our request, members of the Physical Plant staff carefully reviewed the needs of WAMH and concluded that there is a great deal of work that is overdue in various parts of the station. We would like to work with the Administration and the Physical Plant to set a reasonable schedule for improvements to the environment in the station that coincides with the broader plan for improvements that we are contemplating.

Finally, this proposal is not intended to be a total solution to the question of raising the quality of broadcast media at Amherst. We would like to see this as a first step, opening the path towards further improvements considered over time, possibly including the development of a campus television station. (WAMH-TV?)

What follows is an enumeration of specific technical and structural improvements that we

feel will have the best overall impact on the quality and professionalism of Amherst College Radio. We would like to make WAMH a regular stop on the tour of Amherst given to prospective incoming students, and what is more, we would like to make it a reason for them to come to Amherst.

Timothy Rowe
General Manager,
Radio Station, WAMH

Improvements

Improvements to the basic operating functions of the station:

In order to improve the basic working functions of the station, certain pieces of old equipment must be replaced, and some new types of equipment never before used ought to be introduced. The funding arrangements for the station have favored repair of old equipment over replacement, and have traditionally provided very little funds at all for new acquisitions. For this reason, we have a great deal of equipment that has been broken, and repaired well beyond its normal life. Moreover, we have no compact disk players, audio processors, or any type of digital audio equipment whatsoever. Although these things are certainly not necessary in order to broadcast a signal, their absence contributes to the overall "backwardness" of WAMH and frustrates our attempts to interest really good people in sound engineering and production at the station. Some of this equipment falls under the category of "Improvements to WAMH audio production capabilities" and shall be dealt with later. Below is listed equipment that falls strictly under the category of "basic operating functions":

- A Fidelipak CTR-14 Stereo Recording Reproducer
  Reproducers are a special kind of tape-deck which take large cartridges or "carts" which are continuously looping. They are used for recording often used station messages and public service announcements. They are generally high-quality recording devices designed to be used continuously year-round, hence the high price tag.

  $2,495.00

- A Technics SP-770 broadcast compact disk player
  This will be placed in the main control room to replace the unit that was lent to the station in November of last year.

  $500.00

- Two Technics SP10 Mark II Broadcast Turntables
  Earlier this year one of our three on-air broadcast turntables finally gave out after seven years of use. These are very good, very heavy duty broadcast units which are started and stopped over 400 times a day continuously for nine months of the year. When we brought the defective unit into service, we were told that it would cost nearly as much to fix it as to buy a new one. Since one of our two "working" units has lost it's brake (which keeps the turntable from running into the next cut when its stopped), our plan is to purchase two new units, keeping the brake-less unit in reserve lest one of the others again fall into disrepair. A cheaper (and acceptable but not preferable) alternative would be simply to have the brake-less unit repaired and use it along with a single new one.

  $2,170 (pair) or $1,095.00 (single)

- An IBM PS/2 Model 25 Personal Computer (with network board)
  This would be placed in the main control room and would be used for the following purposes:
  – Recording of station log information, including transmitter meter readings, time and date of all official announcements (station ID's, public service announcements) and DJ sign-in/out information, all required by the FCC.
  – Keeping a record of what was played over the air by the DJ's to enable tracking of the popularity of new music (for the record companies who send us free albums in exchange for this information).
  – Allowing the on-air DJ to search for and locate any album in the station.

  $1,700.00

Improvements

- A pair of JBL Control-One monitor speakers (with wall mounting brackets).
  These would be located in the main control room and would replace the old, large ones currently in use. The goal is to mount these small units away from the walls, and to direct them downward toward the DJ, in order to reduce the residual sound that tends to carry up to the rooms above the radio station. A sharper, less bassy sound also tends to carry less at any given volume level.

  $195.00 (pair)

Total cost of improvements to basic operating functions: $5,985.00

Improvements

Improvements to the audio production capability of WAMH

All of the following equipment would be located in the WAMH production studio and would be open for use by all Amherst and Hampshire students at the discretion of the WAMH executive board. The studio was once the only place on campus where one could do quality production and audio mastering, however, most of our equipment is now very old, and the studio has become little more than a place to dub albums onto cassette tapes.

WAMH has a role within the Amherst curriculum we believe, in offering Amherst students the opportunity to learn about advanced audio production, digitally generated music, sound engineering, and mastering. We envision providing interterm courses in these fields and actively developing expertise in these areas.

The following new equipment would go a long way toward achieving this goal:

- An audio effects processors (Alesis MIDI Verb II and Symetrix Voice Processor)
  Audio effects processors introduce reverberation, delay, and "chorusing" effects to flat signals. Their chief applications would be in the production of on-air announcements and *WAMH Radioplays* (a program to be commenced this semester as part of the *Amherst Sunday Night Expo*).
  $668.00

- Technics SP-770 Compact Disk Player with audio effects library
  Recently a whole range of audio sound effects have become available on compact disk, and since we have next to nothing left in the way of traditional LP sound effects material, upgrading to disk at this point would be ideal.
  $800.00

- ~~An electronic-music workstation for the production studio~~
  ~~Along the lines of electronic music workstations being used around the country, this would be an Apple Macintosh-based system involving a MIDI (Musical Instrument Digital Interface) adapter, an audio sampling unit, and sound-design and composition software. The workstation would be used by students in production work, creating original and creative material to be recorded onto "carts"; it would allow for the "performance" of student-written electronic music; and it would give WAMH access to the quickly expanding computerized/digital audio arena. Having such a system would make WAMH a center on campus for electronic audio experimentation and production, a role which we would very much like to reassume.~~
  ~~We also hope to work with the Council on Amherst Publications to interface this unit with the existing Apple local area network in Pratt basement, allowing Amherst groups to use this advanced Macintosh system for specialized graphics applications.~~
  ~~The cost of the system would depend on several factors, but a comprehensive combination of hardware and software would cost about:~~
  ~~$7,000.00~~

Total cost of production studio impovements: ~~$8,468.00~~ (1,468.00)

Improvements

Revival of *WAMH News*:

WAMH in the past has had an impressive News Department, involving an Associated Press news-wire and regularly scheduled news broadcasts written by students and based on AP articles and "feeds" from the news departments of other college radio stations. Recently there has been a great deal of interest in reviving this part of the station and we have gathered about 20 students interested in bringing *WAMH News* back into being. Our primary obstacle, at this point, is the lack of any sort of news service.

The commercial news-wires (AP and UPI) are still the Cadillacs of news information services, the cheapest versions of these services include a printer which is permanently connected to a dedicated telephone line. The AP system costs roughly $4,600.00 a year. A better solution seems to be a service such as Compuserve with pay-as-you-read access to several news-wires and the ability to establish a "profile" of news topics which will be brought to one's attention. We estimate that Compuserve use-charges would be somewhere between $500 and $1,000 dollars per semester, making it an attractive alternative to the traditional wires. A further advantage of the Compuserve system (over the news-wires) is that the initial setup costs would be significantly lower due to the fact that we would not have to purchase a dedicated news terminal as is the case with AP and UPI.

The following equipment would be instrumental in establishing an effective news program:

- A Symetrix TI-101 telephone-to-air signal processor
  Would improve our capability to do over-the-telephone interviews, receive broadcast feeds from other stations, and conduct live, on-the-air talk shows taking questions from the listening audience.
  $375.00

- A set of microphone stands, accessories, and headphones
  We are very short of functioning adjustable microphone stands, booms, clips, and patch cords.
  $300.00

- ~~1200 baud modem for the IBM PS/2.~~
  ~~Would be used to connect with news information services.~~
  ~~$300.00~~

Total one-time equipment costs for WAMH News: $675.00

Reestablishing a news program on WAMH will not be primarily a one-time cost; rather, it will be an annual one (of about $2,000). For this reason, we will probably have to discuss funding for *WAMH News* somewhat differently from the rest of this proposal.

Improvements

Improvements to the physical aspects of WAMH

The Amherst College Physical Plant has instituted a plan to clean up the physical appearance of WAMH over the next few years. The plan, as we understand it, is to go room by room doing two each year until it is completed. In part, this approach is based on a perception that there is a great deal of work to be done all over the station. We feel that the work that needs to be done is not so major and that a plan involving breaking the station down into two or three areas to be done separately over this summer and the next might be more appropriate.

Our goal of transforming WAMH rests primarily on changing the perceptions of WAMH on campus, particularly among incoming freshmen. One of our biggest hopes is that we can present a truly changed WAMH to the Class of '92 in the fall of this year. Unfortunately, no amount of new equipment is going to change impressions with the station looking as it does now.

The following is a list of needed new furniture (not available from Seeley Mudd):

2 Medium-height swivel stools (for the broadcast consoles)
2 High swivel stools for the News/Computer Room
5 Comfortable regular-style chairs suitable for guests at talk-shows
4 Two-drawer desk-height file cabinets

The following is available from Seeley Mudd storage:

5 Desk chairs (non-swivel, non-adjustable) from Valentine
2 Steel office desks
1 File cabinet (4 drawer)

The following is very-much desired for our front office/listening room:

1 Good-condition couch
2 Upholstered arm-chairs

We would appreciate using the desk chairs and possibly the desks from Seeley Mudd storage. The file cabinet, however, is not in much better condition than what we now own and would not be of much use to us. The large steel office desks are in excellent condition, but we think they might be rather difficult to maneuver through the narrow passages in the station. A better solution to the desk problem might be to solicit the help of the Physical Plant in cutting some double-sized butcher block desk tops already in our possession into halves. We could then combine two of these with four two-drawer sized file cabinets, creating a couple of attractive and easily movable desks.

Improvements

Miscellaneous Topics

- Maintenance of WAMH's broadcast tower on Mt. Lincoln
  The Physical Plant has promised to "provide necessary maintenance and repairs to the [WAMH] tower".

- Negotiation over the repair/replacement of our "new" FM amplifier
  Gerald Mager has undertaken to work with us on the problem of a failing FM amplifier which was purchased in 1985, and has since been back to the factory three times without successful remediation of its defect. The company claims that the interference that the unit causes with WFCR's signal (which is close to ours) is not their concern, and they are refusing to do anything to remedy the problem, or even to take the unit back.

General:
We are concerned with an apparent loss of audio signal quality somewhere along the broadcast path from the studio up to the transmitter, and we trying to isolate the problem. We hope that the installation of a new (working) FM Amplifier will improve the quality of our signal.

Chip This is my modified (and cc'd) letter to Jim. - TDR.

WAMH

Timothy Rowe
WAMH • Amherst College Radio
Box 1815
Amherst College

February 2, 1989

James H. Scott, Treasurer
Amherst College

Dear Jim:

I would like to express WAMH's gratitude to you and your office for having given the Station so much of your time and consideration. We are confident that the furnishing arrangements worked out with Betty McQuillen's office will splendidly meet our needs, and we appreciate your role in making this, as well as many of the other college-related improvements to the Station, possible.

In your letter, you mentioned to our new General Manager Chip Galaty and myself two matters that will require our and future manager's attention in the future. First, there is the matter of station funding. I share your concern for the fiscal well-being of WAMH and recognize with you the importance of regular and incremental capital improvement. In the last year we have endeavored to establish several new channels for funding in an attempt to address this need. These include:

- WAMH-generated income through our professional disk-jockeying activities.
- Increased cooperation with local business in the form of "underwriting".
- New connections with Amherst alumni in the broadcasting field and the establishment of an Alumni Advisory Board (to meet April 15th) which may constitute a source of used equipment and possibly other corporate-based donations.
- A new budgetary device being worked out this semester with the Student Finance Committee by which certain monies each semester be earmarked for capital improvements.

While we cannot be sure that every one of these paths will lead to success, we are optimistic that we will derive at least some benefit from each of the above.

With regard to your concern over the burden of the large amount of physical space that the Station must keep-up and furnish, I would suggest that the responsibility for our immodest renovation and furnishing needs of late lies more with the years of neglect experienced by the station than it does with the actual square footage involved. In any case, we do recognize the great fortune of Amherst radio to have adequate facilities when so many others (notably Smith and Mt. Holyoke) do not, and part of my reasoning behind initiating the process of cleaning-out, repainting, rugging and furnishing our less usable spaces has been exactly to take better advantage of this key asset. With our record collection, already by-far the largest in the Valley, and expanding by over 3,000 records, tapes and CD's every year, and with the number of people involved and the scope of our broadcast activities burgeoning, this space has become invaluable. Just as with capital equipment, I

expect that progressive and incremental improvement in the years to come will obviate the need for a repeat of this year's all-at-once renovation.

Finally, I would just like to say that, while at Amherst, I have taken no greater pleasure than seeing WAMH get back on its feet. While I think it is clearly in everyone at Amherst's best interests to have a first rate broadcast facility on campus, I understand that it is not easy for the administration to focus its attention on any one group, especially a group of students. The changes that have taken place at WAMH over the last year were integrally related to the college's positive attitude regarding the issue, and largely would not have been possible without your support, and thus I feel a strong sense of personal gratification for this.

Yours Truly,

Tim Rowe

TDR:mac
Reply to J. Scott's letter of 1/31/89

cc: Ben Lieber
Elizabeth McQuillen
Irwin Nussbaum
Peter Shea
Gerald Mager

AMHERST COLLEGE
AMHERST • MASSACHUSETTS • 01002

James H. Scott, Treasurer
Telephone: 413-542-2325
Telecopies: 413-542-5790

January 31, 1989

Mr. Timothy D. Rowe
P. O. Box 376

Mr. Richard R. Galaty, Jr.
P. O. Box 571

Dear Tim and Richard:

I think we have worked this renovation issue to death. I am very pleased with the flexibility which the radio station has shown in modifying its requests for additional funding. The station has done a fine job in coordinating resources and creating for itself a better working environment. Physical Plant has been extremely helpful in this entire process and I think the station owes a great deal to the support received from that department.

With this memo I am authorizing the transfer of certain furnishings (two double-pedestal desks with file drawers, six stacking chairs, one computer workstation, two broadcast chairs, one four-drawer file and one two-drawer file) and sufficient labor to provide those items to the station. Mrs. McQuillen will assist you in this regard. In addition the carpenter shop will convert the large butcher blocks to tables and desks, install bulletin boards and put insulating cork boards in the main broadcast studio. They will also make 12 cushions so that the two wood frame sofas can be used. I am estimating that the total value of these additional things will be about $3,000, or roughly half the original request. Not included in this amount are three Amherst College chairs and the used Davis upholstered furniture which will be provided to you based on earlier discussions.

I think that this set of furnishings will be a fine start for WAMH in its drive to re-establish a better presence on the campus. My concerns for the future, however, remain. I am concerned that the proper mechanism does not exist within the student budgeting process to get access to the large, student-controlled annual resources. You must continue to work on improving those procedures so that we can avoid the very time-consuming, and sometimes frustrating, furniture searches and repeated station/Treasurer negotiations. Another concern is my sense that WAMH has such a large square footage allotment that it will

inevitably have problems with up-keep and refurbishing. I say this as an observation from having visited many campus radio stations, although I do not mean to suggest any changes for WAMH in this matter. I say it as a concern that your furniture needs will continue to be inflated by a sense that all of this space must somehow be filled up. I hope that you think about this seriously in the future.

It has been a pleasure working with you on this project and I wish the station the best of luck in its upcoming program this Spring and for the future.

Sincerely,

JHS:pap
013101

cc: Ben Lieber
Elizabeth R. McQuillen
Irwin A. Nussbaum
Peter J. Shea

WAMH CAPITAL IMPROVEMENTS LIST

Prices for the following items reflect current retail costs taken from broadcast catalogs.

BRAND & MODEL #	DESCRIPTION	PRICE
Tascam M312B	Production Mixing Board to replace the broadcast board currently being used in C-Studio.	$3399.00
Yamaha MC1204	Essentially the same product as above; though the Yamaha is less expensive, the Tascam features two good effects loops versus the Yamaha's single "echo" loop.	$2695.00
Tascam 34B	A four-track recorder would greatly improve our production abilities since we only have two-track recorders now.	$2119.00
Sennheiser MD421	We need two of these on-air quality mikes to replace the relatively low-quality ones now being used.	$ 399.00 ea.
Shure SM58	These mikes are great back-ups and can be used for group interviews and other special projects.	$ 175.00 ea.
Shure SM81	We need at least one of these condensers but preferably two to use during field interviews, studio interviews, and live music broadcasts.	$ 380.00
Whirlwind	A headphone breakout box allows up to six phones to be attached for interviews, etc.	$ 59.00

2e Capital Improvement, L3y

this year

Consumer-grade CD player $150
Owl Arc-16 remote $3088
LTC 8-tk Console $4995
Liftins for MSU ? $280
FM exciter (O.C. FX50) $6295
renovate MCR ?
a rubber stamp. $15
~~a stapler $3~~
CD Player $200-300 (C-Studio)
CD player for MFs of ficio $150-? $$$
CD player for MSU $150
~~We need 10,000 watts~~
Headsets for in-studio Communication (for OFF THE RECORD) $90
Blow up Animal w/ 2 orifices $20-40

next 5 yrs.

a new sports box ?
300 watt transmitter $4000+
remodel Room 11 ?
Optimod 8200 $5550
frequency Counter $350
CART recorder $2200
production board for C-studio $6860
fax Machine $400

next 10 yrs.

* a better Computer?
Mac (classic = $1500 & laserwriter IIpleasel)

89.3 FM	MON.	TUE.	WED.	THU.	FRI.	SAT.	SUN.
2-4 AM		JAZZ					
4-6 AM							
6-8 AM		COMEDY				FUNK	
8-10 AM					WEIRD		FOLK
10-noon						WOMEN'S	CLASSICAL
noon - 2					FOLK	RAP	SPIRITUAL
2-4 PM						LATIN	RAP
4-6 PM			RAP	DANCE		RAP	URBAN
8 PM	JAZZ	RAP	BLUES	WORLD	RAP	URBAN	BLUES
PM	JAZZ					LATIN	NEWS
dn.	JAZZ				METAL	NOISE	PLANT
2	JAZZ				METAL		

Rob-

We would like a cheapo CD player to replace the phonograph in our ~~room~~ office, which is probably better served elsewhere. Just the $120 variety.

— Dave + Shana

...os, after whic...
...ter Mother Love Bone vocalis...
...ey got together with Soundgarden's ...
...record a tribute project, *Temple of the Dog*, w...
...its master of long guitar leads, Mike McCready.
...tle had a convention and it was just like being in L.A.,"
...ere are bands who've moved away who are putting 'From
...ir flyers. So I guess it's a draw."
...draw that Cameron Crowe filmed his new movie, *Singles*, in
...att Dillon, who plays in the fictional band Citizen Dick with
...nt, and Vedder. The movie is a veritable lovefest of local
...It was kind of a nightmare when we were making our album,
...movie was going on and we just wanted to finish recording and
...e road," says Ament.

Jam went far away from home to work in a 500-year-old house in
surrounded by tennis courts and lots of sheep. The band mixed its
...um, *Ten*, and watched the NBA finals, which were sent over from
on video. Basketball is important to Pearl Jam. Only recently the
...yed under the name Mookie Blaylock, after the New Jersey Nets
...ard. When the guys asked Vedder to join the band, this was the
events: "We had five days of rehearsals, we wrote ten songs, and
...played a show," says Vedder. "On the seventh day we went into
...udio and then to see the Bulls play the Sonics in the Kingdome."
...ssard adds, "Then we went to the mountaintop and rejoiced."

Wish List. I want a

CD Player for the MSV,

Cases for turntables and board and

DJs who play cool music and

can mix

Wish List. I want a

CD Player for the MSU,
Cars for turntables and board and
DJs who play cool music and
can mix

WAMH-FM

established in 1948

Production Budget

Production

~~[illegible] $100~~

- Box Reel to reel Tape $100
- Cassettes (CrO_2) $100
- Editing Markers $10.00
- Production Ear Phones - 2 pairs $200
- 2 Disc Washer Record Cleaner Brush kit $35.00
- ~~XLR → 1/4 inch adapter $12.00~~
- New Microphone Cables $100.00 FOR MCR + C Studio

WISH LIST:

~~Wish List~~

EXTRA TAPE DECK to make DUBS - TASCAM - $750

~~Dubs Tapes~~

Production Board w/ Sliders - $7,000 - $7,000

EV RE-20 Microphone - $380

Digital Effects UNIT - $600

CART MACHINE DYNAMIX $3,000 (actually need 2) → $6,000

P.O. Box 1815 • Amherst College • Amherst, MA 01002 • (413) 542-2224

WAMH 89.3 in Amherst, Mass.

"The Best Alternative Music In The Pioneer Valley"

PROPOSED CAPITAL IMPROVEMENTS

What you're looking at is an optimistic look ahead into the near future of WAMH. Needless to say, optimism has a pricetag. The options for funding the capital improvements described herein are numerous, and worth exploring some other time. To name a few: another loan from the College, an outside grant from a foundation, or donations from a few generous alumni. Of course, this last possibility seems particularly appealing, and I can't deny that it is partially with this possibility in mind that we have drawn up this report on WAMH's major capital needs.

Scott MacMillan
General Manager
August 1995

A. INTRODUCTION: A BURGEONING VISIBILITY

Over the last three years, WAMH has made strides away from being "Radio Amherst College" toward becoming a community-oriented radio station. While there is still room for progress, especially in working with community leaders in promoting issues of non-musical interest, it is safe to say that WAMH has established itself as a quality alternative to commercial rock radio for the entire Pioneer Valley. Perhaps the most important move in this regard was the establishment of "horizontal" programming in 1993; the same styles of music are now played at the same time every weekday, so listeners know what to expect when they tune in. We have established working relationships with venues in Northampton and as far away as Albany, Boston and New Haven, whereby DJs give concert tickets away on the air every day. Our Publicity and Promotions Department maintains an Events Calendar, which DJs use to announce upcoming concerts and events. We have established a concert project of our own, bringing lesser know (but not lesser quality) bands to Amherst, starting in 1993. Previously, the only rock acts to play in Amherst were expensive national acts such as 10,000 Maniacs. Critically-lauded artists such as Morphine,

Stereolab and Small Factory have played shows in the Frontroom as a result of WAMH, and have received nothing less than rave reviews from College students and local audience members alike. Our most recent addition to programming, the start of a series of "in-house" performances on WAMH featuring unsigned local acts, further establishes WAMH's role in the Valley music community.

Judging simply from word-of-mouth and by the number of calls we receive, such efforts to establish a community presence have been a success. We would like to continue in this direction. With this in mind, we are making the renovation of C-Studio, the alternate studio from which WAMH broadcasts music performances and talk shows focusing on College and community interests, our first priority.

B. C-STUDIO: A MAJOR PROJECT

The station's immediate concern, as far as major purchases go, is the renovation of C-Studio and the acquisition of a new control board.

C-Studio is the station's second functional broadcast studio, after the Main Control Room (MCR). It is equipped with a 25-year-old mixing board which is in extremely poor condition. Intended mainly for production purposes, C-Studio has been severely underutilized in the past, due largely to the fact that its equipment is simply not up to professional standards. It is currently used for three things: by the WAMH Sports Department in the production of its weekly talk show, "Sports Express"; to produce eight-track "carts" of public service announcements, programming "crossplugs," celebrity station identifications, and songs by local unsigned bands, all for easy on-air play from the MCR; and as a broadcast site for musicians' on-air performances.

C-Studio has the potential to give students invaluable hands-on experience in radio production. With a new mixing console and a few minor renovations, the room could be used to produce a professional-quality radio "magazine" program. In that regard, the room is extremely underutilized. The long-standing popularity of the Sunday-night "Sports Express" program, which features on-air interviews and listener's call-in questions, attests to student interest in this type of production. The "Sports Express" has had to struggle for years, however, with the studio's poor technical condition, resulting in a less than professional-sounding program.

WAMH experimented last semester with broadcasting weekly hour-long performances from area musicians. The experiment was a success; slots proved extremely easy to fill, and the response from both performers and listeners has been overwhelmingly positive. Call it "WAMH Unplugged." Starting this fall, it will be a permanent programming feature. Again, however, technical problems have severely compromised the quality of the broadcast. And with a three or four-piece band, an engineer, an announcer, as well as the mixing board and the equipment all in one small room, C-Studio became a very cramped space.

With all of this in mind, we decided to devote our time and energy to a renovation of C-Studio. Over the summer, a few devoted WAMHers moved all of the equipment in C-Studio—mixing board, counter, rack equipment, Otari reel-to-reel, everything—into the room adjacent to it. This was no small job, as it entailed some major dis- and reassembling. The room next to C-Studio was obviously intended by the architects to be the "Control C" booth, but for years it has served as the Chief Engineer's office. C-Studio will soon be rewired so that the mixing console and recording equipment will sit in the "control" room, while C-Studio itself would serve as the broadcast/performance space. (We speculate that the Chief Engineer will just wander the station, fixing things as they break, rather than sit at a desk, which he/she rarely ever did anyway.) With this set-up, an announcer could sit in the control room and, looking through the large window separating the two rooms, interview a band between songs while operating the board during performances. Or the host of the "Sports Express" or a similar news magazine program could sit in the control room, taking on-air calls while interviewing guests sitting around a table in the broadcast room. This is clearly how C-Studio was intended to be used, and it is surprising that the current set-up has survived as long as it has.

It can't be understated, however, what poor condition the current six-channel mixing board is in. It is the cause of most of our technical problems in C-Studio. It is crucial, then, that the station acquire a production-oriented mixing console as soon as it can. This should be the station's next big capital expenditure. With a new 12-channel board and the above renovations, the "Sports Express" could sound consistently top-notch, the News Department could put all its energy into producing a similar news magazine program, and WAMH listeners could enjoy live music with good sound quality every Sunday night. The station would

also have an adequately equipped back-up studio in case there were a technical failure which prevented us from broadcasting from the main control room.

It is worth noting that all Amherst sports events broadcast via on-site remote (including almost all basketball and football games) run through C-Studio. A good deal of alumni listen to these games while in the area—especially the annual Homecoming game.

There are a number of options regarding what brand and model mixing console the station should purchase, but all are in the $6-8000 bracket. Our choice:

Audioarts R-60 consule (12-channel):	**$6695**

In addition, we would like to purchase a professional-quality broadcast microphone, similar to the two in the Main Control Room which have performed flawlessly for four straight years. Presently, the only microphones we use in C-Studio are inexpensive Shure vocal mikes (about $100 each). The Electro-Voice announcer mike is an industry standard:

Electro-Voice RE20	**$600**
plus shock mount	**$110**

A powered floor monitor, to monitor vocals, is necessary if "amped" bands are to be playing a lot in C-Studio. It's difficult for musicians to play without being able to hear themselves.

Galaxy Hotspot PAIII	**$300**

Another possible addition to C-Studio would be a broadcast delay. If the station gets more into talk programming in the future, a six-second delay, at a cost of about **$2000**, would be necessary in order to "bleep" out any obscenities from callers.

C. *OTHER STUDIO PURCHASES*

There are two more major studio purchase we're interested in, although these will not go into C-Studio. The first is the purchase of a digital audio playback

system to replace our Bronze-Age cartridge machines. The saga of the WAMH cart machines is hardly worth getting into. Let's just say that anybody who's had a show at WAMH anytime in the last three or four years has probably experienced severe cart-machine stress. Most likely, they've learned to avoid the cart machines entirely, which is a shame, because you can do a lot of on-air acrobatics with carts: flashy station IDs, crossplugs for other shows, even songs by local bands which aren't available on CD or vinyl. We have two playback units now, and countless hours have been spent repairing them. Currently, one works tenuously and has a death rattle, and the other, which probably came off the Ark, is next to useless since it is incapable of reading cue tones. The cart recorder in C-Studio is also unreliable. It was useless most of last semester, for example, because it wouldn't record cue tones onto the carts. The word everywhere is that carts are on the way out, and that they're being replaced by digital recorder/playback systems which store audio on hard disk space rather than analog tape. These systems have become extremely affordable, especially compared to the prospect of replacing a cart machine, which can run up to $4000 or more. An exciting new system was recently developed by 360 Systems: a single unit stores a library up to four hours of stereo sound, or up to 1,000 "cuts," mapping them to 50 keys which can play any of them instantly—no rewinding or cueing necessary. This is more sound than is contained in our entire rack of carts. Our professional engineer has used this unit personally and recommended it to us.

360 Systems Instant Replay Hard Disk Sampler $2700

The second item is a separate chassis unit for our Optimod stereo-generator. In 1992, when the MCR was renovated, the station purchased an ART dynamics processor in order to trim the signal coming out of the control board and going into the microwave transmitter link. This piece of equipment actually doubles many of the functions of the Optimod stereo-generator/audio-processor system at the transmitter site on Mount Lincoln, so last semester we moved the ART unit into C-Studio, where it will serve a far greater purpose, and replaced it with an inexpensive line-limiter. However, it would be good to be able to manipulate the signal (add high or low end, increase compression, etc.) from the studio; a wise purchase in that regard would be an Orban 8100AST-U. This will actually allow us to remove the high-quality audio-processing section of the $5600 Optimod and place it in a separate unit, which can operate in the studio while the stereo-

generator remains at the transmitter site—where it must remain in order to combine the dual microwave signals into a single stereo transmission.

Orban Optimod 8100AST-U **$1,000**

D. AT THE TRANSMITTER

The WAMH transmitter at Mount Lincoln is looking very good. Thanks to the help of Ed Perry '63, we were able to get a very good deal this summer on a new FX50 exciter. The old RCA exciter, at over 20 years, was by far the oldest piece of equipment in the transmitter package. Now, the oldest piece is the ten-year-old QEI transmitter, which isn't in any immanent danger of failure. The Optimod, the Marti studio-transmitter link, and the Burk remote control are all less then five years old, and all are quality units. In addition, the shed was cleaned and completely rewired this summer. Provided we can keep the vermin out, capital expenditures should be minimal.

There are still a few minor improvements that can be at the site. Our engineer has recommended that the station look into buying a small air conditioner. Ideally, the temperature in the rack should be kept between 60 and 70 degrees. We currently have only a heater and an exhaust fan. A small room air conditioner should cost **$3-400** and would be a worthwhile investment in keeping the equipment in good shape. Additionally, a new watt meter is in order, preferably one that can be read by remote. This would allow us to monitor the power of the station directly, instead of relying on plate readings from the transmitter unit itself. A Bird Model 43 watt meter costs **$239**. Finally, we have no means of monitoring the station's broadcast from inside the transmitter shed itself; when working at the shed, the best way to actually hear the signal is by turning your car radio on. A simple stereo receiver (we already have some spare speakers) would be extremely useful—even a used one that is donated. A new one would cost about **$150.**

E. OFFICE EQUIPMENT

• **Pagers.** This is a new idea for WAMH, but we think it's a good one. Pager service ("beepers") would prove to be an immense benefit to the operation of the station at a relatively low cost. Seeing as WAMH broadcasts 24 hours a day,

seven days a week most semesters, and is operated entirely by full-time college students who have normal college-student priorities like classes, studying and eating, a pager system would prove helpful in emergency situations in which Executive Board members are unable to be reached by phone. College stations similar to WAMH have pager systems for staff members who are on 24-hour call. "Emergency situations" are situations which require immediate attention from a qualified member of the staff—that is, somebody other than the DJ on duty. When DJs are unable to do their shows at the last minute, or when an important piece of equipment breaks down, an Executive Board member would always be able to be reached with a beeper. Currently, WAMH often goes off the air for up to two hours at a time, a few times every week, due to such unforseen situations, undoubtedly damaging the overall quality of the station and its reputation within the community. We would like the three members of the Executive Board who are on 24-hour call to carry pagers: the Chief Engineer (in case of technical emergencies); the Program Director (in case of a DJ's last-minute inability or failure to cover his or her time slot, a somewhat common occurance); and the General Manager (who is knowledgable enough to be of help in either situation).

Motorola Bravo Plus pagers:	**$99.95 X 3**
First year of service:	**$120**

• **Fax machine.** The fax machine that WAMH currently uses actually belongs to *The Amherst Student* and is kept at the other end of Pratt Dormitory in the production offices of *The Student.* It is not very accessible to WAMH departments that receive faxes on it. The Music Department often uses the fax machine to receive press releases and to send playlists and requests for certain CDs; the promotions department receives faxes for events to list on the WAMH Community Events Calendar; and the Public Service Announcement Director often receives potential PSAs via fax. Our own fax machine would be a big help. We already have an open office line (542-8250) that would be suitable for fax transmissions.

Brother IntelliFAX 620	**$259**

• **Laser printer.** Similarly, the printer that the station currently uses belongs to the Council of Amherst Publications and is housed at the other end of the building in the offices of *The Student.* When campus publications are in

production (which includes every Sunday, Monday and Tuesday) the printers in the *Student* offices are often being used by others. Our own laser printer would completely liberate us from the production offices. In addition to day-to-day use in printing signs, faxes, staff newsletters, labels for CDs and records, business documents, manifestos, and the 300-page record catalog which is constantly being updated, a laser printer would be very useful in producing WAMH's semesterly program guide. The program guide, designed and produced by the Publicity and Promotions Directors, is always a major undertaking; currently, it is produced entirely at the Academic Computer Center, across campus in the Seelye Mudd Building. While final printing would still be done on the high-quality printers at the Computer Center, having the capability to work on design and layout in the WAMH offices would be a big plus in that department.

Apple Laserwriter 320 **$899.95**

• **A second Macintosh computer.** The station currently owns a single Macintosh LCIII. All of the Music Department's cataloging is now computerized: what was paperwork two years ago is now data entry. This means that the Music Directors spend a lot of time in front of the computer in the General Manager's office. There is a high demand for this computer, as it is also used considerably (or it would be, if the Music Directors weren't always using it) by the General Manager, the Business Manager, and the Chief Announcer. A second computer, to be kept in the Music Directors' office for their sole use, would be helpful. The database program we use is intolerably slow with a mere 4MB of RAM, so a Power Mac with 8MB is the best option.

Power Macintosh 6100/66 with monitor & keyboard **$2000**

F. PRIORITIZED LIST

We have divided the items into major purchases (over $1000), mid-range purchases ($500-1000) and smaller purchases (under $500), with the items in each group listed in order of priority. Asterixes indicate especially important items. In general, the more the item costs, the more essential it is.

Major purchases:

1. C-Studio mixing console, plus microphone and mount ($7500)***

2. "Instant Replay" Digital Playback system ($2700)**
3. Power Mac ($2000) **

Mid-range purchases:

1. Air Conditioner ($3-400) **
2. Laser printer ($900)
3. Optimod chassis ($1000)

Smaller purchases:

1. Fax machine ($259) **
2. Pagers ($420)
3. Receiver for transmitter shed ($150)
4. Floor monitor for C-Studio ($300)
5. Watt meter ($239)

(A additional idea which might interest potential donors is the purchase of a remote microwave link. This would allow us to broadcast football, basketball and baseball games from a remote site without having to depend on telephone lines. As those who have listened to WAMH sports broadcasts know, the sound quality of the play-by-play is terrible, and the broadcast is often interrupted by a dial tone when the connection fails. A microwave link is the most professional method of remote broadcast available, and in addition to sporting events, it would also allow us to broadcast lectures and nearby concerts. It would run about **$5000.**)

Total cost of budgeted items: **$13,168**

Secretly procured from the President's file cabinet, 1995 - SM

WAMH

AMHERST COLLEGE
Amherst, Massachusetts

MEMORANDUM DATE: April 12, 1988

TO: Ben Lieber
Irwin Nussbaum

FROM: James H. Scott

RE: WAMH (Tim Rowe)

As you know, WAMH has made a request for roughly $20,000, broadly as follows:

(1) $7,500, for basic equipment to put the station in good working order.

(2) $8,500 for improvements

(3) $1,000 for equipment to re-establish the Amherst News, plus $2,000 per year to operate it.

(4) Help to clean the station up physically.

I had told Tim Rowe that WAMH should not expect to receive any grant funds from the College, a position taken after I had received strong early warning signals from Peter to that end.

WAMH's needs are beyond its short term cash flow ability, it seems. I also told Tim that the College would not turn its back on the station's true needs as best defined, and I proposed the following (subject to clearance within the administration):

1) B & G would continue its clean up schedule, begun this year, and we would see if it could be accelerated.

2) Kent Faerber would help WAMH set up an advisory board to help get used equipment (he has agreed to do this).

3) The College would provide a 2 year bridge loan to WAMH, co-signed by SFC, for up to $7,500, for WAMH's critical equipment needs. The bridge loan would be subject to certain conditions:

(a) WAMH must agree to work with Kent in good faith to establish the Advisory Group under conditions which Kent feels comfortable with.

(b) WAMH must receive concurrence from the Dean of Student's Office that the equipment to be bridge financed by the loan is essential for the station's proper functioning.

(c) WAMH must approach SFC formally with a case for both operating and capital budget allocations.

(d) WAMH must receive a response from SFC to (c), which is thoughtful, believable and institutionally responsible, in the opinion of the Dean of Student's Office.

The bridge loan can be borrowed up to 50% when WAMH has complied with conditions (a) and (b), and can borrow the balance when the remaining conditions have been met. In this way, WAMH can get moving quickly. The loan is only two years because the station has no long term financing/repayment mechanism set up and the administration cannot lend on a hope and a prayer.

I have promised Rowe an answer by Friday and, if you concur with this proposal, I would like to clear it all with Peter and then revert to Rowe by Friday.

J.H.S.

JHS:pap
041202

cc: Peter R. Pouncey

WAMH Records

Capital Improvements, 5 year plan 1992-1995 -

Box 2 Folder 17

A Report to the WAMH E-Board
UPDATE on the WAMH 5-YEAR PLAN
July 1995

Presented by Scott MacMillan '96, General Manager

In the fall of 1992, G.M. David Jarman '92 and Business Manager Susan Padrino '94 presented the "WAMH 5-Year Plan: Meeting the Challenges of an Expanding Future." This extensive document has, unfortunately, not been updated since—so now it's just a two-year plan. More importantly, however, the Plan serves as a yardstick by which we can measure our progress over the past three years. The good news is that we're doing pretty okay. Note: This is <u>not</u> a new five year plan. I have, however, noted in the second section where we should focus our energies beginning next semester. Please take note!

I. Anticipated Expenditures

A. Transmitter package

According to the 1992 Plan, the weak links in the transmitter package were the RCA exciter and the Orban Optimod. Shortly after the Plan was written, the Optimod in fact died a horrible death. A new Orban Optimod 8100 was purchased in early 1993—as called for in the Plan—and has given us zero trouble since then. The old RCA exciter, which is now around 23 years old, is being replaced this month by a Broadcast Electronics FX50—again, exactly as called for. Yay!

By the end of the summer, the transmitter package will be young and refreshed: the transmitter itself, a 10-year old QEI 150-watt transmitter, is the oldest piece in the system and should give us years more of good service; the exciter, which locates us at 89.3, will be brand new; the Optimod, which generates the stereo signal, is just two years old; and the remote, which allows us to control the transmitter power via telephone, is a three-year old Burk ARC-16, the only problem with which has been recurring rodent invasion.

On that note, we really must do something about those mice. Fortunately, Buildings and Grounds carries the burden of maintaining the structural integrity of the transmitter shed. They have already agreed to do some patch-up work and to fix the screen on the exhaust fan (as well as the fan itself, hopefully), but we might want to have them replace the corrugated metal roof entirely. We have yet to replace the dehydrator or the frequency counter, both called for in the Plan. We should also invest in a climate control system—an air conditioner and a heater to keep the temperature between 60 and 70.

B. Master Control Room

Our Marti microwave studio-transmitter link is supposed to be an excellent system, and it is only three years old, but one of the transmitter units has given us consistent trouble. Fortunately, the problem is probably a just little faulty thingie on its inside which Dave Panofsky will replace for five bucks. Hopefully that will fix it for good.

Beyond that, the Master Control Room was and is just fine. We have a three-year old eight-channel mixing board, two fairly new turntables, two CD players and the resources

to buy a third or replace either of the turntables. We are, incidentally, knocking down the wall between A-Studio and MCR to tighten security at the station. Buildings and Grounds has agreed to do it. We can't mess with the B-Studio wall, since it's a supporting wall, so all the equipment will remain right where it is, with the turntables on a standing counter that will stick out into the elongated room. They've also agreed to put in a new carpet. They know that I want this done by the end of the summer, but it remains to be seen whether they will have the time.

C. C-Studio

This is where our next big expenditures are going to come. We are currently in the process of moving all of the C-Studio equipment into the adjacent room, currently the engineer's office, but which should be called "Control-C." This will make C-Studio itself an open space, giving the bands which will perform there every Sunday night room to jump around. For the Sports Express or Off the Record, guests can sit around a table in C-Studio while the host controls the board through the window in Control-C. This is very exciting.

The problem is that the mixer, which is the old MCR mixer, has seen far, far better days. It must be replaced soon. This will be the station's next major purchase. The 1992 5-Year Plan stated that the purchase of a new mixer could easily be passed on to the next 5-Year Plan. But hopefully, C-Studio will see an increase in usage starting this year, making the acquisition of a new control board a top priority. This will run about $7000.

Also called for in the 5-Year Plan, the CART recorder has yet to be replaced, and it's even worse now then it was then. It presently does not even record cue tones onto the carts. Ned Roos will take care of this when he comes to rewire the transmitter shed on July 24, which, by the way, is the day after my birthday. The bulk tape eraser, which three years ago had "ceased to be least bit effective," has yet to be replaced.

D. Office Equipment

We purchased an Macintosh LCIII in 1993, called for in the Plan. The fax machine and the laser printer have yet to be purchased. We should probably take care of the fax machine sooner rather than later.

E. MSU / Room 11

Room 11 is in as much of a mess as it ever was. Buildings and Grounds seems willing to put up some shelves on the north wall. This will make room for the records which have been strewn about the room for years. They haven't said anything about us having to pay for them. Apart from that, most of the improvements to the MCR just involve cleaning and physical labor. Room 10, the tiny room next door, is finally clear of asbestos; WAMH has the rights to occupy that room. We can move the MSU into there where it's more secure, clean up Room 11 into a habitable space and store much of the engineer's equipment, replacement parts, and the large metal cases from C-Studio.

The SFC was very generous to us this year for much-needed MSU improvements. At the beginning of next semester, Larry and I are going to sit down with the Deme officers and

make our pitch as to why they should rent our MSU instead of using outside DJ services. I had a friendly talk with Ian Clark last semester, and he indicated that while the decision on how to spend the Deme system's money ultimately lies with the Deme officers, we could easily persuade them to patronize the MSU more consistently than they have been recently. One thing that would be helpful, he said, would be a list of the different genres of music for which we could offer "theme" Taps.

Last semester, we were also about make a large capital investment in the MSU out of our own bank account with designs on aggressively pursuing off-campus gigs. We called it off at the last minute due to reservations about the legality, in terms of taxes and liability, of operating the MSU like a business. I spoke with Gerald Mager about this. He told me that it probably would, indeed, create problems if we were to start DJing bar mitzvahs and wedding receptions; but staying within the Five-Colleges would be perfectly acceptable, he said. Ian Clark told me that he thought that with a quality, reliable sound system and a decent set of lights, we could draw much of Rack-a-Disc's business from within the Five Colleges. I think this is where we should focus our energy. The MSU, after all, was created to generate money for capital improvements—not regular operating costs, as has been the case in recent semesters.

II. Future Directions

A. A Community Radio Station: Musical vs. Non-Musical Service

"The option that seems most promising right now is seeking capital improvements money from foundations;... The main problem with foundations is not convincing them of our need, but convincing them that we are not simply a campus radio station but a community radio station."

Since that was written in 1992, we have made some tremendous strides toward making ourselves a community radio station; in fact, it's safe to say that we're now far more of community radio station than a campus radio station. In order to address this, however, we should note that there are two facets to being a "community radio station": the first is musical, the second is non-musical. Undoubtedly, we have succeeded in the former respect. In 1993, we successfully instituted one of the 5-Year Plan's foremost programming recommendations—horizontal block programming—making the station far more listener-friendly and far more conducive to underwriting support. Moreover, the WAMH Concert Project, begun in 1993, has been an immense success and has increased our standing in the community. Ticket giveaways to local clubs, something not even mentioned in the 5-Year Plan, have worked toward similar ends. The permanent placement of a Sunday night slot featuring live music from local bands should also enhance our profile among fans of the local "scene." We should promote these shows by putting up posters and flyers, advertising the schedule of performances, in Amherst, Northampton and at the Five-Colleges. One musical area we do need to work on, however, is MMP. We should aggressively seek out a more diverse array of MMP shows, even if it means asking people to fill slots dedicated to specific genres of music.

At this point, however, we need to start focusing more on community concerns of a non-musical nature if we are to increase out viability for outside grants. One way to do that is by focusing all of the News Department's energy on the Sunday-night magazine show.

Another is by following the 5-Year Plan's suggestions regarding on-air and off-air community service.

B. The News Department

I have spoken with Mr. Hastings about his underwriting support, and he told me that it is of minor consequence whether or not his underwriting support is attached to news. Last semester, the only thing that kept the 5 p.m. Newsbeats going was the fact that they were carrying $200 of underwriting. Since that's no longer an issue, and for the other reasons already discussed at Executive Board meetings last year, I'd like to ditch Newsbeat entirely. This would accomplish a number of things: First, we would no longer be violating copyrights by stealing AP reports off ClariNet; second, we can reallocate the $300 earmarked for Compuserve and newspaper subscriptions; and third, the news department can focus all of its energy on producing a professional-quality Sunday-night magazine show in the newly revamped C-Studio.

"Off the Record," as it was once called, seems to have fallen by the wayside in the wake of the concern over Newsbeats. In a renovated C-Studio, I think it can be better than it ever has been. Possibilities include guests commentators, such as professors from Amherst and the Five Colleges, addressing issues in national politics. In accordance with our mission to provide a "listening alternative," we should seek out guests whose political views are radical or unpopular, either to the left or to the right. Since the performance space in C-Studio can provide room for a number of guests, we might even want to sponsor on-air debates or forums. There are plenty of radical student groups (like the Maoist International Movement!) at UMass who would probably be glad to have a chance to express their views, and we could keep things lively by giving listeners a chance to call in with questions or comments. Contact-making and networking could be done through local progressive bookshops like Food For Thought. It need not be limited to political interests; the news magazine could be used to feature anything of local interest that doesn't fit into regular WAMH programming, such as interviews with authors, artists, and local celebrities. I think that with the magazine show as the News Departments's sole focus, we could probably fill a two-hour slot each week with interviews and "talk radio." As with the Sunday night performance series, we should promote these shows by posting the semesterly schedule around the area.

C. Community Service

The 5-Year Plan contains a number of suggestions regarding community service on which moves were initially made, but which have since fallen by the wayside. One of those is the position of a community service coordinator on the E-Board. Originally, the job of organizing community service went to the Fundraising Director (go figure), but ideally, the Fundraising Director would be too busy raising funds (duh...) to do anything else. Chad Novotny, former fundraising directory, brought kids from Holyoke (I think) into the station to do their own fake radio show in C-Studio a couple of times. But then again, that's about all he did. So we must discuss this in the fall. Do we want to expand the PSA Director position to include community service? Perhaps we should change Pub/Promo's Concert Calendar to an Events Calendar. In place of Newsbeats, the news staff could read announcements of community events. Please think about these things.

WAMH 5-YEAR PLAN:
Meeting the Challenges of an Expanding Future
Commencing Fall 1992

Presented by General Manager David Jarman '93 (x2921)
and Business Manager Susan Padrino '94 (x3033)

I. Anticipated Expenditures

A. Transmitter Package

This is where most of the large expenditures are going to have to occur first. The transmitter package consists of four parts: the transmitter, which actually broadcasts the signal, the remote control, which allows us to turn the signal on/off from our studio, the exciter, which locates us at 89.3 fm, and the Optimod, which splits our signal into stereo. The loss of any of the parts would decomission the station until a replacement could be found.

The remote control was replaced earlier this year; the old two-piece remote control was replaced by a one-piece remote-control accessed over the phone, which freed up one of our dedicated phone lines. Currently, according to our part-time professional engineer, the weak links of the three remaining parts of the package are the RCA exciter, which is around 20 years old, and the Orban Optimod, which is around 12 years old. He estimates that both have 5 years of life remaining in them, though the experiences of this summer (the exciter appeared to have died; however, it turned out that a mouse had gotten into the transmitter shed and eaten wires out of the exciter) indicate that we should be prepared for them to die sooner. Neither one takes precedence over the other, but they definitely be our next two capital improvements expenditures.

The suggested replacement for the exciter is the Broadcast Electronics FX50, which lists at **$6295.** Our professional engineer suggests, however, that the Optimod be replaced first, as replacing the Optimod would lead to a more noticeable improvement in signal quality than would replacing the exciter. Our engineer suggests two options as far as replacing the Optimod: the 8100 series Orban Optimod is probably more appropriate for a station of our size and nature; it lists at **$5550.** The 8100 series is, however, last decade's technology; the current generation of Optimods is the 8200 series, which is entirely digital. It lists at **$7400.**

The other portion of the transmitter package is the transmitter itself. Our current QE1 transmitter is only about 7 years old and is in no imminent danger of failure. Accordingly, it is the lowest priority in the package. However, our 150-watt transmitter is fairly anemic by today's broadcast standards. Our 40-mile broadcast radius is largely due to our possessing one of the best antenna locations in the state (Mt. Lincoln in Pelham, which is one of the highest points in the area). Ideally, we would like to increase our power; it is estimated that we could go up to 1000 watts without interfering with other stations on the same frequency. A power increase would not extend our signal significantly further; it would, however, increase the strength of the signal within our broadcast radius, and serve to fill in many blank spots in the nearby community caused by uneven terrain (although we can be heard clearly in much of Springfield, there are some notable holes in our signal nearby, such as Mt. Holyoke College, and much of North Amherst). The most likely option is an increse to a QE1 300-watt transmitter, which lists for around **$4000.** The increase to a 1000-watt transmitter would depend upon configuration but would probably cost between **$8000-10,000.**

There are some miscellaneous bits and pieces accompanying the transmitter package that need to be dealt with. One of the most important is the dehydrator, which is located at the transmitter site and is responsible for climate control in the shed in order to keep damage from occurring to the cables. Its performance has been intermittent lately. Replacement costs are figured to be **$1000**; at the very least, it needs to have some sort of plumber look at it. One other suggestion from our engineer is that we replace our frequency counter at the transmitter site, at the cost of approximately **$350.** Our current frequency counter is a Heathkit, and its reliability is questionable.

Additionally, if we were to purchase a 1000-watt transmitter, some redesign would have to occur in the shed, since a 1000-w transmitter is the size of a small file cabinet and would not fit in the current RF rack (which protects the equipment from the various radio signals bouncing around the mountaintop) that we have. This would require another RF rack, at the cost of several hundred dollars, and several hundred dollars in labor in restructuring the shed. (Also a possibility is the replacement of the current RF rack, which has an unnecessary and potentially hazardous partially-disassembled pre-amp built into the bottom of it.) Another necessity if these equipment purchases are to be made is a redoubling of our efforts to vermin-proof our transmitter shed. Any expenses related to structural repairs on the shed, however, would probably be covered by Amherst College B & G.

So, expenditures over the next five years on the transmitter package will come to between **$16-24,000.** Fortunately, this is the bulk of the station's capital improvement expenditures over the next five years.

B. Master Control Room

Our main broadcast studio underwent extensive renovations over the past summer, with the major changes being the replacement of our previous control board, and the permanent installation of a station-to-transmitter microwave link (which serves to phase out two more dedicated phone lines by beaming the signal directly from the roof of Pratt Hall to our tower on Mt. Lincoln).

Modifications on MCR, as a result, will be fairly minimal over the next five years. The largest expenses will probably be the replacement of one or both turntables in MCR, entirely dependent on whether or not they fail. The two Technics SP-10mkII turntables that we use for broadcast are obsolete and replacement parts are nearly impossible to obtain; we have already had to simply abandon one of our original three. Replacement broadcast turntables (that can be started by remote control and that reach full speed in less than 1/16 of a revolution) cost around **$475** each.

As WAMH has been forced over the past few years to make the conversion from a vinyl-oriented station to a CD-oriented station, we anticipate putting a third CD player into MCR. A high-end consumer-grade CD player would be adequate for this role, at a cost of around **$200.** The other modification that MCR (and B-studio as well) will require is additional shelving for CDs, which WAMH can construct and probably will not cost more than several hundred dollars. One other modification for B-studio that has always been suggested and should be acted upon is the addition of headphone jacks, to avoid having to pass microphones through the hole in the wall between the two studios... this probably cost less than a hundred dollars, though.

C. C-studio

The big news with our production studio is that we have been given, by the College music department, a TEAC 4-track reel-to-reel recorder. This will enable C-studio to become a fairly professional-standard studio; the 4-track, however, is badly broken and will probably require several hundred dollars in labor from our professional engineer.

For C-studio to become that professional-standard studio, we will, however, need a new control board. The current board is the same age as the one that had to be replaced in MCR, and as it has only 8 tracks and has dials instead of faders, is poorly suited for work with a 4-track recorder. A 12-track production-oriented console with faders, for instance, the Audioarts A50, would cost around **$6450.** Installation of the board would additionally require upwards of one thousand dollars in labor and parts, as much of C-studio would have to be rewired. This is, of course, a much lower priority than the replacement of the parts of the transmitter package, and is, in fact, one that could easily be passed on to the next five-year plan since, at this point, little real production happens in C-studio. That could, of course, change, given adequate equipment.

The CART recorder, which allows public service announcements and demo tapes to be mixed down to 8-track cartridges for easy airplay, has proven extremely unreliable over the past year. It is only around 10 years old, but it could, at some point over the next five years, fail.

Replacement costs on a stereo CART recorder range from **$1345** for a low-end model to **$3050** for one which would be more appropriate for a revamped C-studio.

A relatively minor expenditure but one that will definitely need to happen is the replacement of our bulk tape eraser, at the expense of about **$200.** The current one has ceased to be the least bit effective.

One possible addition to C-studio which is dependent on future programming decisions would be a broadcast delay. If the station gets more into talk programming in the future, a 5-second delay, at the cost of **$1600,** would be desirable, in order for show hosts to be able to 'bleep' out any obscenities from callers. At the current moment, the need for this is questionable, as there is only two hours of call-in programming per week at WAMH; however, if an effort to expand programming in this direction is made, this purchase would be desirable.

D. Newsroom

WAMH is faced with two options as far as dealing with computers over the next five years. The simpler, and cheaper, option is to keep the current IBM PC. If so, the most important purchase would be a new printer, to replace the tired, old ProPrinter XL, which has ceased to print mailing labels without jamming, and for which maintenance is a pain. Since we have started printing the record catalog on regular 8.5x11 paper, there is no need for WAMH to purchase another troublesome wide-body printer. An ordinary printer through the college buy program would suffice **($250)**, though a letter-quality Ink-Jet type printer **($500?)** would be nice. One consideration in keeping the IBM is that a new hard drive and new software were installed only about two years ago at considerable expense, so a few more years of it might not be too bad.

If we retain the IBM, we should also look into acquiring some better software. Plan Perfect would be an excellent tool for the Business Manager, who currently keeps all books by hand, and if we can find a database that is simpler than but as flexible as (and compatible with) Alpha Four, that too would be an excellent purchase. These would cost another several hundred dollars.

However, our IBM PC is cantankerous, frustrating, and obsolete, and the general sentiment at the station is that the switch to Macintosh would be much appreciated. Currently, much of our computing (computerized design, publicity materials, correspondence) is done on the Macintoshes at the Student offices... the IBM is really only used as a word processor and for Compuserve access by the news department, and for maintenance of the record database by the music directors. The big 'if' for switching to Macintosh is finding a program that can manage to transfer our truly gigantic record database glitch-free from IBM to Macintosh. If this is possible, the purchase of an entry-level Macintosh (at this point, the Classic, though that is certain to change) **($1500?)** would be nice. Less necessary, though it would completely liberate us from having to rely on Student computing facilities, would be the purchase of a laser printer **($1200?).**

One other purchase which, again, is far from necessary, but would help bring WAMH into the 90s, would be a fax machine. A consumer-grade fax **($400)** is all that would be necessary; it would primarily be used for receiving assorted music industry communiques and manifestoes.

E. Mobile Sound Unit / Room 11

The MSU, the PA system which we use to DJ parties, is the source of much of our capital improvements revenue, and accordingly deserves to be treated with great respect. The MSU takes a considerable amount of abuse, so it is constantly being examined and maintained, and no component is in imminent danger of catastrophic failure... however, it does contain several thousand dollars worth of components waiting to break. If something catastrophic were to happen to the MSU (i.e. falling out of a third-story window), the drain on our capital improvements money would be significant, to say the least.

The only suggested improvement that the MSU needs is the purchase of a compressor/peak limiter similar to the one in MCR that modulates the pre-STL signal. This relatively inexpensive purchase **($400)** would serve to prevent costly mishaps like the recent incident in which a

dropped needle blew out both drivers in one of our speakers, and would probably give us a crisper sound, to boot.

Room 11, the grim extra room down the hall where the MSU is stored, is in desperate need of an overhaul, especially as we start to grapple with space problems inside the station proper. Currently, this room is covered with stacks of records; any record collector knows that vinyl is not to be stored horizontally. Accordingly, we need to spend several hundred dollars on additional shelving for this room. The most likely approach is to cover the south wall with shelves of the same design as the shelves on the north wall of this room. This will cost approximately **$450** in B & G parts and labor.

There is also a shortage of office space in the station, and it has been proposed that some or all of Room 11 be converted to offices. Unfortunately, this room also contains many important components of Pratt Dorm's heating system, and cannot have permanent modifications made on it. As such, the best we can do with the room is to purchase several office cubicle dividers and attempt to partition some of the space. Carpeting would be a nice plus. These modifications would cost at least several hundred dollars; they are, however, not likely to occur over the next five years as the space problem inside the station has yet to hit critical mass.

(One improvement which is more or less a pipe dream, unless someone mysteriously hands us the **$8000** necessary for the project, is to knock out the wall between the newsroom and Room 11 so that Room 11 could be incorporated into the station proper, which would make it much more useful for office space and record storage. Unfortunately, the wall between the two rooms is load-bearing, filled with asbestos, and two feet thick, so it is unlikely this will ever come to fruition.)

F. Total

Not counting crazy projects like the destruction of the wall between the newsroom and Room 11, WAMH still faces a pricetag of **$30-35,000** for capital improvements that will need to happen over the next five years. This means WAMH will need to raise **$6-7000** in capital improvements funds each year over the next five years.

II. Capital

Currently, WAMH has at its disposal approximately $2000 in its checking account and $4000 in its money market account. Most of this, of course, needs to be kept on hand as emergency funds.

Additionally, WAMH received, as of September, approximately $8000 in student funds specifically allocated for capital improvements, as the result of a campus referendum held in February. Of this money, $2200 went to pay off more than half the cost of the remote control (the other portion coming from the remainder of the STL loan), $500 went to pay for the new peak limiter in MCR, and $1000 goes to our professional engineer to pay for the labor involved in modifications on MCR over the summer. As such, $4300 of the referendum money remains to be spent.

III. Anticipated Revenues

WAMH's one consistent source of capital improvements money is MSU gigs. This varies from semester to semester, but we can count on making about $2000-$2500 per year from the MSU. This might go up if we can resurrect the dance night we had at the Vertex spring semester of 1992. We can also count on at least $500 per year from our annual sale of promotional CDs, records and posters.

This, obviously, is not enough as far as our capital improvements drive is concerned. Selling candy bars door to door will not make up the difference, unfortunately. The easiest source of revenue, of course, is the Student Finance Committee itself. The most likely possibility is more referenda like the one which occurred this February... unfortunately, it is advisable that we wait at least two or three years before attempting this again, lest taxpayer revolt occur.

One possibility that we haven't fully explored is the possibility of outright grants, either from the SFC or from the College itself. This is unlikely to happen, since the general understanding between the station and the SFC has been that the SFC will cover basic operating expenses and the station will raise the funds for capital improvements; it is also questionable whether the College or the SFC can afford to do this in such dificult economic times.

A more likely possibility is raising funds internally, by demanding money from DJs, either through a substantial one-time station initiation fee or through a nominal semesterly fee for those DJs doing shows in a given semester. This is, however, contrary to station goals of empowering people to express themselves in a public setting without financial imperatives. In an era where even curmudgeonly organizations like the FCC reverse their decision to charge fees for non-commercial broadcasting licenses, it seems improper for WAMH to start charging DJs for the privilege of broadcasting.

The most likely option right now is pursuing funding off-campus entirely. One option is pursuing increased underwriting for our programming. Unfortunately, there are many unavoidable pitfalls as far as underwriting goes... the main one is the lack of continuity in our programming schedule (summer break, different programming each semester; even simply establishing block programming is problematic owing to the fact that our programming is dependent on when DJs can work...) which is not conducive at all towards securing successful underwriting deals. Also, the vicissitudes of amateur DJs must be considered (i.e. how to insure that underwriting spots will always be aired and what happens to us when spots don't get aired?).

The option that seems most promising right now is seeking capital improvements money from foundations; we are working with the college development office currently to find the most likely potential givers. This would be ideal because we could get most, if not all, of our needed capital improvements money in one swoop. Our hopes are buoyed considerably by the fact that WFCR was recently given $50,000 by a foundation based out of Springfield in order to purchase new equipment; obviously, our needs are nowhere near this figure. The main problem with foundations is not convincing them of our need, but convincing them that we are not simply a campus radio station but a community radio station.

IV. Future Directions... in Programming, Community Involvement, and more...

It is difficult to imagine future directions in programming when programming is, unfortunately, subject to the scheduling whims of 200 different DJs. The most likely option is to make some strides towards horizontal block programming, not only to create blocks that are conducive to underwriting support but also just to make WAMH a more user-friendly station where it easy to find a particular type of music at a given time. This will require a good deal of cooperation on the part of everyone at the station, and will mean programming decisions made not simply on the basis of seniority, so this is easier said than done.

The guiding factors in WAMH's programming decisions should be how best to provide what are truly listening alternatives (this semester saw the debut of South Asian music and poetry shows, the only of their sorts in the valley) at times when they are not available on any of the other many 'alternative' stations in the area. This will require, of course, a much greater fluidity and flexibility than can be mandated in a five-year plan.

In terms of seeking off-campus financial support from foundations, WAMH should attempt to improve its relations with the community at large. A large step in this effort is our desire to expand the role of the Public Service Director from simply someone who produces Public Service Announcements to a Community Service coordinator as well, someone who actively works with local figures in the community center and elsewhere to create some sort of on-air community calendar service, and to make the station in general a more accessible resource for community members wishing to express their viewpoints. Our weekly news program, Off the Record, has made considerable strides towards steering station news department focus away from reading off the wire service and instead focusing on campus and local issues, but the station as a whole needs to make itself more visible and active within the community.

One step towards a greater community profile is adding more time in the programming

schedule to community concerns... possibilities include perhaps weekly spaces reserved for the airing of alternative viewpoints, or perhaps, in conjunction with the Bangs Community Center, some sort of children's programming like some sort of story hour. Even if these are out of reach, the creation of several-times-daily spots for the airing of some sort of community calendar should definitely be considered.

Another suggestion that is worth entertaining is the possibility of starting some sort of internship program with the high schools in Amherst and Northampton. This would not, of course, be oriented towards training and licensing high school students, but rather towards making them more aware of the station's role and how it functions on a day-to-day basis. Much of our listenership is area high-schoolers, and it seems sensible for us to make some efforts to help demonstrate to them that radio is not simply a product that is consumed but rather an active process that they too can get involved in.

It has also been suggested that the station try to improve its community visibility through increased publicity efforts... not only through increased placement of flyers in town or, if the money happens to be around, giveaways of bumper stickers or shirts, but perhaps also through increased efforts on the part of the station to promote live music, not only on campus but throughout the valley. Possibilities here include creation of some sort of weekly local music show focusing on local unsigned bands, and also efforts to bring more artists to campus to perform. One suggestion is that the station, or perhaps a station-related but separately funded student organization, purchase a small PA system to make it easier for smaller, poorly-funded bands to play on-campus gigs, for all we receive at Amherst at this point are national-level acts like 10,000 Maniacs or folk artists for the Campus Center's Sundays at Eight series. Even if the PA system is not to be purchased, efforts by the station or by separate but closely-related student organizations to bring regional-level artists to campus will definitely enhance the station's community profile.